

Make Something Wonderful

Steve Jobs in his own words



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Make Something Wonderful

创造美好的事物

Steve Jobs in his own words

史蒂夫·乔布斯的自述

There's lots of ways to be, as a person. And some people express their deep appreciation in different ways. But one of the ways that I believe people express their appreciation to the rest of humanity is to make something wonderful and put it out there.

作为一个人，有很多不同的方式。有些人用不同的方式表达他们的深深感激之情。但我相信人们表达对人类的感激之情的一种方式创造出美好的事物并将其呈现给大众。

And you never meet the people. You never shake their hands. You never hear their story or tell yours. But somehow, in the act of making something with a great deal of care and love, something's transmitted there. And it's a way of expressing to the rest of our species our deep appreciation. So we need to be true to who we are and remember what's really important to us.

而且你永远不会见到这些人。你永远不会和他们握手。你永远不会听到他们的故事或讲述你的故事。但不知何故，在用大量关心和爱心制作某些东西的过程中，会传递出某种东西。这是一种向我们物种的其他成员表达我们深深感激之情的方式。因此，我们需要忠于自己，记住对我们来说真正重要的事情。

—Steve, 2007

—史蒂夫，2007年

Introduction by

序

Laurene Powell Jobs

劳伦·鲍威尔·乔布斯

Edited by Leslie Berlin

由莱斯利·柏林编辑

Contents have been edited and excerpted for clarity and privacy.

内容已经被编辑和摘录以提高清晰度和保护隐私。

✂ indicates that several sentences or paragraphs have been removed from the original.

✂ 表示原文中删除了多个句子或段落。

Introduction by

序

Laurene Powell Jobs

劳伦·鲍威尔·乔布斯

The best way to understand a person is to listen to that person directly. And the best way to understand Steve is to listen to what he said and wrote over the course of his life. His words—in speeches, interviews, and emails—offer a window into how he thought. And he was an exquisite thinker.

理解一个人最好的方法是直接倾听他的话。而理解史蒂夫最好的方法是聆听他一生中所说和写下的话。他的言辞——在演讲、采访和电子邮件中——为我们提供了了解他思考方式的窗口。而他是一位卓越的思想家。

Much of what's in these pages reflects guiding themes of Steve's life: his sense of the worlds that would emerge from marrying the arts and technology; his unbelievable rigor, which he imposed first and most strenuously on himself; his tenacity in pursuit of assembling and leading great teams; and perhaps, above all, his insights into what it means to be human.

这些页面中的许多内容反映了史蒂夫生活的指导主题：他对将艺术和技术融合所产生的世界的感知；他的难以置信的严谨，他首先并最为强烈地强加给自己；他在追求组建和领导优秀团队方面的坚韧不拔；也许，最重要的是，他对于成为人类意味着什么的洞察力。

Steve once told a group of students, “You appear, have a chance to blaze in the sky, then you disappear.” He gave an extraordinary amount of thought to how best to use our fleeting time. He was compelled by the notion of being part of the arc of human existence, animated by the thought that he—or that any of us—might elevate or expedite human progress.

史蒂夫曾经告诉一群学生：“你们出现了，有机会在天空中闪耀，然后你们消失了。”他非常思考如何最好地利用我们短暂的时间。他被成为人类存在弧线的概念所驱使，被这样的想法所激励，即他或我们中的任何一个人都有可能提升或加速人类的进步。

It is hard enough to see what is already there, to gain a clear view. Steve's gift was greater still: he saw clearly what was not there, what

could be there, what had to be there. His mind was never a captive of reality. Quite the contrary: he imagined what reality lacked and set out to remedy it. His ideas were not arguments, but intuitions, born of a true inner freedom and an epic sense of possibility.

看清已经存在的东西已经很难了，获得清晰的视野更是如此。史蒂夫的天赋更为卓越：他清晰地看到了不存在的东西，可能存在的东西，必须存在的东西。他的思想从未被现实所束缚。相反，他想象现实缺乏的东西，并着手解决。他的想法不是争论，而是直觉，源于真正的内在自由和史诗般的可能感。

In these pages, Steve drafts and refines. He stumbles, grows, and changes. But always, always, he retains that sense of possibility. I hope these selections ignite in you the understanding that drove him: that everything that makes up what we call life was made by people no smarter, no more capable, than we are; that our world is not fixed—and so we can change it for the better.

在这些页面中，史蒂夫起草并完善。他跌跌撞撞，成长和改变。但是，他总是保持着那种可能性的感觉。我希望这些选集能够激发您对他的理解：组成我们所谓的生活的一切都是由不比我们聪明、不比我们能干的人创造的；我们的世界并非固定不变，因此我们可以为了更好而改变它。



Steve at two. He later called computers "a bicycle of the mind."

史蒂夫在两岁时。后来他称计算机为“心灵的自行车”。

Preface: Steve on His Childhood and Young Adulthood

前言：史蒂夫关于他的童年和青年时期

Steve typically kept his personal life private, but he did occasionally talk about growing up in the San Francisco Bay Area. It was a time when engineers and programmers began flooding into what came to be known as Silicon Valley.

史蒂夫通常保持个人生活的私密性，但他偶尔会谈论自己在旧金山湾区长大的经历。那是一个工程师和程序员开始涌入的时代，后来被称为硅谷。

In 1995, he recorded an oral history for the Smithsonian.

1995年，他为史密森尼学会录制了一段口述历史。

I was very lucky. I had a father, named Paul, who was a pretty remarkable man. He never graduated from high school. He joined the Coast Guard in World War II and ferried troops around the world for General Patton, and I think he was always getting into trouble and getting busted down to Private. He was a machinist by trade and worked very hard and was kind of a genius with his hands.

我非常幸运。我有一个名叫保罗的父亲，他是一个相当了不起的人。他从未完成高中学业。他在二战中加入了海岸警卫队，为巴顿将军运送部队，我认为他总是惹麻烦，被降为列兵。他是一名机械师，工作非常努力，手巧得有点像天才。

He had a workbench out in the garage where, when I was about five or six, he sectioned off a little piece of it and said, "Steve, this is your workbench now." And he gave me some of his smaller tools and showed me how to use a hammer and saw and how to build things. It really was very good for me. He spent a lot of time with me, teaching me how to build things, take things apart, put things back together.

他在车库里有一张工作台，当我大约五六岁的时候，他把其中的一小部分隔出来，说：“史蒂夫，这是你的工作台。”他给了我一些他的小工具，并教我如何使用锤子和锯子，以及如何建造东西。这对我来说真的非常有益。他花了很多时间教我如何建造东西，拆卸东西，把东西重新组装起来。

One of the things that he touched upon was electronics. He did not

have a deep understanding of electronics himself, but he'd encountered electronics a lot in automobiles and other things that he would fix. He showed me the rudiments of electronics, and I got very interested in that.

他谈到的其中一件事是电子学。他本人并没有深入了解电子学，但他在汽车和其他他修理的东西中经常接触到电子学。他向我展示了电子学的基础知识，我对此非常感兴趣。

I grew up in Silicon Valley. My parents moved from San Francisco to Mountain View when I was five. My dad got transferred, and that was right in the heart of Silicon Valley, so there were engineers all around. Silicon Valley, for the most part, at that time, was still orchards—apricot orchards and prune orchards—and it was really paradise. I remember almost every day the air being crystal clear, where you could see from one end of the valley to the other. It was really the most wonderful place in the world to grow up.

我在硅谷长大。我五岁时，我的父母从旧金山搬到了山景城。我父亲调职了，那里正处于硅谷的中心，所以周围都是工程师。那时，硅谷大部分地区仍然是果园——杏园和梅子园，真的是天堂。我记得几乎每天空气都是晶莹剔透的，你可以从山谷的一端看到另一端。这真的是世界上最美妙的成长地方。

There was a man that moved in down the street, maybe about six or seven houses down the block, who was new in the neighborhood with his wife. And it turned out that he was an engineer at Hewlett-Packard and he was a ham-radio operator and really into electronics. What he did to get to know the kids on the block was rather a strange thing: he put out a carbon microphone and a battery and a speaker on his driveway, where you could talk into the microphone and your voice would be amplified by the speaker. Kind of a strange thing when you move into a neighborhood, but that's what he did. ∞

有一个男人搬到了街对面，大概在街区的第六或第七个房子，他和他的妻子是新搬来的邻居。后来发现他是惠普公司的一名工程师，是一名业余无线电爱好者，对电子学非常感兴趣。他用一个有点奇怪的方法来认识街坊邻居的孩子们：他在自己的车道上放了一个碳麦克风、一个电池和一个扬声器，你可以对着麦克风说话，你的声音会被扬声器放大。这在搬到一个新社区时有点奇怪，但这就是他所做的。∞

I got to know this man, whose name was Larry Lang, and he taught me a lot of electronics. He was great. He used to build Heathkits. Heathkits were really great. Heathkits were these products that you would buy in kit form. You actually paid more money for them than if you just went and bought the finished product, if it was available. These Heathkits would come with these detailed manuals about how

to put this thing together, and all the parts would be laid out in a certain way and color coded. You'd actually build this thing yourself.

我认识了一个名叫Larry Lang的男人，他教了我很多关于电子学的知识。他非常出色。他曾经制作过Heathkits。Heathkits非常棒。Heathkits是一种你可以购买成套件的产品。实际上，你购买这些套件比直接购买成品要花更多的钱，如果成品有的话。这些Heathkits会附带详细的手册，告诉你如何将这个东西组装起来，所有的零件都会按照一定的方式和颜色编码。你实际上会自己组装这个东西。

I would say that gave one several things. It gave one an understanding of what was inside a finished product and how it worked, because it would include a theory of operation. But maybe even more importantly, it gave one the sense that one could build the things that one saw around oneself in the universe. These things were not mysteries anymore. I mean, you looked at a television set, and you would think, "I haven't built one of those—but I could. There's one of those in the Heathkit catalog, and I've built two other Heathkits, so I could build a television set." Things became much more clear that they were the results of human creation, not these magical things that just appeared in one's environment that one had no knowledge of their interiors. It gave a tremendous degree of self-confidence that, through exploration and learning, one could understand seemingly very complex things in one's environment. My childhood was very fortunate in that way. ∞

我会说这给了人们很多东西。它让人们了解到一个成品内部的构造和工作原理，因为它会包括一个操作理论。但更重要的是，它让人们感到自己可以在宇宙中建造自己看到的東西。这些东西不再是神秘的了。我的意思是，你看着电视机，你会想，“我没有建造过那个，但我可以。在Heathkit目录中有一个，我已经建造了另外两个Heathkits，所以我可以建造一个电视机。”事情变得更加清晰，它们是人类创造的结果，而不是这些神奇的东西，它们只是出现在一个人的环境中，而一个人对它们的内部一无所知。它给了极大的自信，通过探索和学习，人们可以理解看似非常复杂的事物。我的童年在这方面非常幸运。

School was pretty hard for me at the beginning. My mother taught me how to read before I got to school, and so when I got there I really just wanted to do two things: I wanted to read books, because I loved reading books, and I wanted to go outside and chase butterflies. You know, do the things that five-year-olds like to do. I encountered authority of a different kind than I had ever encountered before, and I did not like it. And they really almost got me. They came this close to really beating any curiosity out of me.

学校一开始对我来说很难。在我上学之前，我的母亲教我如何阅读，

所以当我到学校时，我真的只想做两件事：我想读书，因为我喜欢读书，我想出去追蝴蝶。你知道，做五岁孩子喜欢做的事情。我遇到了一种不同于以往的权威，我不喜欢它。他们几乎就要把我的好奇心打败了。

By the time I was in third grade, I had a good buddy of mine, Rick Ferrentino, and the only way we had fun was to create mischief. I remember there was a big bike rack where everybody put their bikes, maybe a hundred bikes in this rack—and we traded everybody our lock combinations for theirs on an individual basis. Then [we] went out one day and put everybody's lock on everybody else's bike, and it took them until about ten o'clock that night to get all the bikes sorted out. We set off explosives in teachers' desks. We got kicked out of school a lot.

到我上三年级的时候，我有一个好朋友里克·费伦蒂诺，我们唯一的乐趣就是制造混乱。我记得有一个大自行车架，每个人都把自己的自行车放在那里，可能有一百辆自行车——我们逐个交换了每个人的锁组合。然后有一天，我们把每个人的锁都放在了别人的自行车上，他们花了直到晚上十点才把所有的自行车分好。我们在老师的课桌里放炸药。我们经常被学校开除。

In fourth grade I encountered one of the other saints of my life. They were going to put me and Rick Ferrentino into the same fourth-grade class, and the principal said at the last minute, "No, bad idea. Separate them." So this teacher, Mrs. Hill, said, "I'll take one of them." She taught the advanced fourth-grade class, and thank God I was the random one that got put in the class. She watched me for about two weeks and then approached me. She said, "Steven, I'll tell you what. I'll make you a deal. I have this math workbook, and if you take it home and finish it on your own without any help, and you bring it back to me, if you get it 80 percent right, I will give you five dollars and one of these really big suckers." She [had] bought [a sucker], and she held it out in front of me—one of these giant things.

在四年级时，我遇到了我生命中的另一个圣人之一。他们要把我和里克·费伦蒂诺放在同一个四年级班级里，校长在最后一刻说：“不，这是个坏主意。把他们分开。”于是这位老师希尔夫人说：“我会带其中的一个。”她教高级四年级班，谢天谢地我是被随机分到了这个班级。她观察了我大约两个星期，然后走近我。她说：“史蒂文，我告诉你一个条件。我有这本数学练习册，如果你自己带回家完成它而不寻求任何帮助，然后把它带回给我，如果你做对了80%，我会给你五美元和一个这样的大糖果。”她[已经买了一个糖果]，她把它拿在我面前——一个巨大的东西。

And I looked at her like, "Are you crazy, lady? Nobody's ever done

this before!” And of course I did it. She basically bribed me back into learning, with candy and money. And what was really remarkable was before very long I had such a respect for her that it sort of reignited my desire to learn. She was remarkable. She got me kits for making cameras. I ground my own lens and made a camera. It was really quite wonderful. I think I probably learned more academically in that one year than I'd ever learned in my life.

我看着她，像是在说：“你疯了吗，女士？没人做过这个！”当然，我还是做了。她基本上用糖果和钱贿赂我重新学习。真正令人惊讶的是，不久之后我对她有了如此的尊重，以至于重新点燃了我学习的欲望。她很了不起。她给我提供了制作相机的工具包。我磨了自己的镜头，制作了一台相机。真的非常棒。我想我在那一年里学到的学术知识可能比我一生中学到的都多。

In 1984, Steve chatted with reporter David Sheff about how, as young adults, he and others of his generation began to develop their own cultural outlook.

1984年，史蒂夫与记者大卫·谢夫聊天，谈到他和他那一代人在年轻时开始形成自己的文化观点。

My parents never pushed me to go to college, but they always wanted to make sure that if I wanted to go, they had the resources to do it. And they saved, they really sacrificed some and saved some money up [for me to attend Reed College], but [...] after six months, it just, it just seemed really absurd to be spending their life savings putting me through college.

我的父母从未强迫我上大学，但他们总是想确保如果我想去，他们有足够的资源。他们省吃俭用，真的牺牲了一些并存了一些钱（供我上里德学院），但是...六个月后，把他们的积蓄花在我上大学上似乎真的很荒谬。

I didn't know enough about what I wanted to do, and besides that, I figured I could drop out and then drop back in and take the classes anyway and learn just as much. So I dropped out after six months, and then I dropped in for a little over a year.

我对自己想要做的事情了解不够，而且我认为我可以退学然后再回来上课，同样可以学到同样多的知识。所以我在六个月后退学了，然后又

在一年多的时间里重新回来上学。

I spent about a year and a half there, maybe close to two years. And I enjoyed it greatly. It was a hard time in my life, but I enjoyed it a lot. I didn't know what I wanted to do with my life. And Reed was a very intense place, very bright people—everyone out to change the world, but not knowing quite how. ∞

我在那里度过了大约一年半，可能接近两年。我非常喜欢那里。那是我生命中的艰难时期，但我非常享受。我不知道自己想要做什么。里德学院是一个非常强烈的地方，有很多聪明的人 - 每个人都想改变世界，但不知道该怎么做。

The early seventies was the time that sort of Eastern mysticism hit the shores of the United States. And we had a constant flow of people traveling through Reed, stopping off at Reed. Everyone from Timothy Leary and Richard Alpert to Gary Schneider, people like that. So there's a constant flow of intellectual questioning about the truth of life and existence. ∞

七十年代初期是东方神秘主义在美国沿海地区兴起的时期。我们在里德学院不断接待各种人士，从蒂莫西·利里、理查德·阿尔珀特到加里·施耐德等等。因此，人们对生命和存在的真相进行了不断的智力探究。

The idealistic wind of the sixties was still at our back, and most of the people that I know that are my age have that ingrained in them forever. They have that idealism in them, but they also have a certain cautiousness about sort of ending up working in a natural food store behind the counter when they're forty-five years old, which is what they saw some of their older friends [doing]—not that that's bad in and of itself, but it's bad if that's not what you really set out to do or what you really wanted to be doing.

六十年代的理想主义风潮仍然在我们的背后，我认识的大多数同龄人都会永远铭记这一点。他们内心怀有这种理想主义，但同时也对于在四十五岁时最终只能在天然食品店的柜台后工作有一定的谨慎，因为他们看到一些年长的朋友正在做这样的工作——这并不是本身不好，但如果这不是你真正想要做或想成为的事情，那就不好了。

So that idealism was formed, but also the feeling that there had to be a more successful way [of] realizing some of that idealism.

因此，形成了理想主义，但也有一种感觉，认为必须有一种更成功的方式来实现这种理想主义。

Steve also recalled his time in California and India after leaving Reed College.

史蒂夫离开里德学院后，也回忆起他在加利福尼亚和印度的时光。

I came back down [to the San Francisco Bay Area] 'cause I decided I wanted to travel, but I was lacking the necessary funds.

我回到旧金山湾区是因为我决定想要旅行，但我缺乏必要的资金。

This was California. You can get LSD fresh-made from Stanford University. You can go sleep on the beach at night with your girlfriends and whatever meaningful others. You could... I didn't really realize how different California was than the middle of America, and even to some extent the East Coast, until I traveled to those places. I'd never been to any of those places until my early twenties. California has a sense of experimentation about it, and a sense of openness about it—openness and new possibility—that I really didn't appreciate till I went to other places.

这是加利福尼亚。你可以从斯坦福大学新鲜制作LSD。你可以和女友和其他有意义的人在海滩上过夜。你可以...我并没有真正意识到加利福尼亚与美国中部，甚至在某种程度上与东海岸有多么不同，直到我去过那些地方。在我二十多岁之前，我从未去过那些地方。加利福尼亚有一种实验的感觉，以及一种开放的感觉 - 开放和新的可能性 - 直到我去了其他地方，我才真正意识到这一点。

So I came back down to get a job, and I was looking in the paper and there was this ad that [...] talked about being an engineer and having fun at the same time. It sounded like fun, so I called. It was [video game manufacturer] Atari. And I filled out an application, just listed all the things that I'd done, and the personnel woman said, "Well, don't call us, we'll call you!" But then some stroke of luck got my application to a man named Al Alcorn, who was the vice president of engineering at Atari at the time. And he called me up the next day and hired me, and it was great. [...] I was there a little less than a year, and they had shipped a bunch of games to Europe that had some engineering defects in them. I figured out how to fix them, but it was necessary for somebody to go over there and actually do the fixing.

所以我回来找工作，看着报纸上有这个广告，说要成为一名工程师，同时还能玩得开心。听起来很有趣，于是我打了个电话。那是[视频游戏制造商]雅达利。我填了一份申请表，列出了我所做过的所有事情，人事部的女士说：“好吧，别打电话给我们，我们会打电话给你的！”但是幸

运的是，我的申请表被送到了当时担任雅达利工程副总裁的阿尔·阿尔科恩手中。他第二天打电话给我，雇了我，感觉很棒。我在那里待了不到一年，他们把一堆游戏运到欧洲，但有一些工程缺陷。我想出了如何修复它们，但有必要有人去那里实际修复。

So I volunteered to go; well, they asked me if I'd go, and I said I definitely would love to, but I'd like to take a leave of absence when I was there. So they let me do that, and I ended up in Switzerland and flew from Zurich to New Delhi. And I spent some time in India.

所以我自愿去了；好吧，他们问我是否愿意去，我说我肯定很想去，但我想在那里休假。所以他们让我这样做，我最终来到了瑞士，从苏黎世飞往新德里。我在印度待了一段时间。

I'm stupefied to sort of summarize [my trip to India]. Anyone would have a hard time summarizing a meaningful experience of their life in a page. I mean, if I was William Faulkner, I might be able to do it for you, but I'm not.

我很惊讶地总结了一下[我的印度之旅]。任何人都很难在一页纸上概括他们生命中的有意义的经历。我的意思是，如果我是威廉·福克纳，我可能能够为您做到这一点，但我不是。

Coming back was more of a culture shock than going. All I really wanted to do [after returning to California] was to go find a grassy meadow and just sit. I didn't want to drive a car. I didn't want to go to San Francisco or do all these things. I didn't want to do it.

回来的文化冲击比去的更大。我真正想做的事情[回到加利福尼亚州后]就是去找一个草地坐着。我不想开车。我不想去旧金山或做这些事情。我不想做。

So I didn't, for about three months. I just read and sat. When you are a stranger in a place, you notice things that you rapidly stop noticing when you become familiar. I was a stranger in America for the first time in my life, and so I saw things I'd never seen before. And I tried to pay attention to them for those three months because I knew that gradually, bit by bit, my familiarity would be gained again.

所以我没有这样做，大约三个月。我只是读书和坐着。当你在一个地方是陌生人时，你会注意到一些你在熟悉后很快就不会再注意到的事情。我是我生命中第一次在美国成为陌生人，所以我看到了我以前从未见过的东西。我试着在这三个月里关注它们，因为我知道逐渐地，一点一点地，我会再次熟悉。

→ **WARNING:** ALTERATION, ADDITION OR MUTILATION OF ENTRIES IS PROHIBITED.
ANY UNOFFICIAL CHANGE WILL RENDER THIS PASSPORT INVALID.

NAME STEVEN PAUL JOBS	
BIRTH DATE FEB. 24, 1955	BIRTHPLACE CALIFORNIA, U.S.A.
HEIGHT 6 FEET 1 INCHES	HAIR BROWN EYES BROWN
WIFE X X X	ISSUE DATE MAY 11, 1973
MINORS X X X	EXPIRATION DATE MAY 10, 1978
SIGNATURE OF BEARER <i>Steven Paul Jobs</i>	

→ **IMPORTANT:** THIS PASSPORT IS NOT VALID UNTIL SIGNED BY THE BEARER. PERSONS INCLUDED HEREIN MAY NOT USE THIS PASSPORT FOR TRAVEL UNLESS ACCOMPANIED BY THE BEARER.



Steve's passport, spring 1973. He was eighteen.

史蒂夫的护照，1973年春季。他当时18岁。

Listen well everyone
Great is the problem of Life and Death
No forever gone gone
Awake Awake each one
Don't waste your life

dd buddhist poem

A poem sent to a friend in 1974: "Don't waste your life."

1974年寄给朋友的一首诗：“不要浪费你的生命。”

Part I, 1976–1985

第一部分，1976年至1985年

“A lot of people put a lot of love into these products.”

很多人都在这些产品中投入了很多的爱。

In 1976, when Steve and his friend Steve Wozniak (“Woz”) began assembling what would come to be known as the Apple I in the Jobs family’s garage, the word “computer” conjured images of hulking machines tended by professional programmers. A single company—IBM—dominated the industry. But Steve and Woz were part of a new generation of creative thinkers, engineers, and hobbyists trying to build small, cheap machines that they could program themselves.

1976年，当史蒂夫和他的朋友史蒂夫·沃兹尼亚克（“沃兹”）在乔布斯家的车库里组装了后来被称为苹果的计算机时，“计算机”一词让人想起由专业程序员操作的笨重机器的形象。一家公司——IBM——主宰了这个行业。但是，史蒂夫和沃兹是新一代的创意思想家、工程师和业余爱好者之一，他们试图构建小型、廉价的机器，可以自己编程。

When Apple launched, Steve was twenty-one, precocious but inexperienced and unpolished. At Apple’s first board meeting, he put his bare feet on a conference room table, earning a quick rebuke from the board chair. The company’s breakthrough came with the introduction of the Apple II, a machine that could run right out of the box, with cassette storage and a built-in color screen. Within a year, Apple was one of the fastest-growing companies in America—and by the time Steve turned thirty, he was the public face of a Fortune 500 company.

当苹果公司成立时，史蒂夫年仅21岁，聪明但缺乏经验和磨练。在苹果公司的第一次董事会议上，他把赤脚放在会议室的桌子上，引起了董事会主席的快速斥责。公司的突破是通过推出Apple II实现的，这是一台可以直接运行的机器，带有盒式磁带存储和内置彩色屏幕。一年内，苹果公司成为美国增长最快的公司之一，到史蒂夫三十岁时，他已经成为财富500强公司的公众形象。

Inside Apple, his ideas and passion were inspiring, but Steve’s management style was divisive. His responsibilities changed almost every year as he was assigned to and removed from various projects and teams. He began clashing with his handpicked CEO, John Sculley. In September 1985, the Apple board fired Steve.

在苹果公司内部，史蒂夫的想法和热情是鼓舞人心的，但他的管理风格却具有分裂性。由于被分配到和撤离了各种项目和团队，他的职责几乎每年都会发生变化。他开始与自己挑选的首席执行官约翰·斯卡利发生冲突。1985年9月，苹果董事会解雇了史蒂夫。

Later, when he talked about these first years at Apple, Steve focused on one thing: Macintosh, the computer that he and a tight-knit team introduced to the world in 1984. To Steve, Macintosh was everything technology should be. It was streamlined and practical, simple and sophisticated, a tool for enhancing creativity as much as productivity.

后来，当他谈到苹果公司的这些最初年份时，史蒂夫关注的是一件事：麦金塔，这台电脑是他和一个紧密团队在1984年向世界介绍的。对史蒂夫来说，麦金塔是科技应该具备的一切。它是流线型和实用的，简单而复杂，是一种既能提高创造力又能提高生产力的工具。

In another age, Steve believed, the people on the Macintosh team would have been writers, musicians, or artists. "The feelings and the passion that people put into it were completely indistinguishable from a poet or a painter," he said. He called their work a form of love and their product "a computer for the rest of us," with a mouse as well as arrow keys, desktop icons instead of programming commands, and, at startup, instead of a blinking cursor: a smile.

在另一个时代，史蒂夫相信，Macintosh团队的人可能是作家、音乐家或艺术家。“人们投入的感情和热情与诗人或画家完全无法区分，”他说。他称他们的工作是一种爱的形式，他们的产品是“为我们其他人设计的计算机”，带有鼠标和箭头键，桌面图标而不是编程命令，并且在启动时，代替闪烁的光标：一个微笑。

Macintosh also represented the first time Steve led a team developing a product that he believed had changed the world. "It ushered in a revolution," Steve recalled twenty-three years later, during the rollout of another world-changing innovation: the iPhone. "I remember the week before we launched the Mac, we all got together, and we said, 'Every computer is going to work this way. You can't argue about that anymore. You can argue about how long it will take, but you can't argue about it anymore.'"

Macintosh也代表着Steve首次领导一个开发他认为改变了世界的产品的团队。“它引领了一场革命，”Steve在另一项改变世界的创新——iPhone推出时，23年后回忆道。“我记得在我们推出Mac的前一周，我们聚在一起，说‘每台电脑都将以这种方式工作。你不能再对此争论了。你可以争论需要多长时间，但你不能再争论了。’”

Steve on Launching Apple

史蒂夫谈论苹果的推出

In 1984, Steve recalled the friendships behind Apple.

1984年，史蒂夫回忆起苹果公司背后的友谊。

I met Woz when I was thirteen in a friend of mine's garage. He was, I think, about eighteen. [...] He moved down the street from a friend of mine named Bill Fernandez, and I was over at Bill's. We were working late one night on a project, and Woz dropped by. We ended up talking for hours. I was real impressed with him. I thought he was great. He had a good sense of humor [...] and we had a common interest [in electronics] that sort of bound us together even though we were totally different in every other way possible. ✂

我在一个朋友的车库里遇到了沃兹，那时我十三岁。他当时大约十八岁。[...] 他搬到了我一个叫比尔·费尔南德斯的朋友家附近，我当时也在比尔家。有一天晚上我们在做一个项目，沃兹顺便过来了。我们聊了几个小时。我对他印象非常好。我觉得他很棒。他有很好的幽默感[...]，我们有一个共同的兴趣[电子学]，这使我们在其他方面完全不同的情况下也能联系在一起。✂

We're sort of like two planets in our own orbits that every so often intersect each other. There's a bond there that will last as long as we both live.

我们有点像两个各自运行的星球，不时地相互交错。有一种纽带将持续到我们俩都离开这个世界。

In 1996, the year Apple celebrated its twentieth anniversary, Steve recalled how a teen hobby building computers turned into a business.

1996年，苹果庆祝其二十周年纪念，史蒂夫回忆起一个青少年业余爱好建造计算机是如何变成了一项业务。

The reason we [Woz and I] built a computer was that we wanted one, and we couldn't afford to buy one. They were thousands of dollars at

that time. We were just two teenagers. We started trying to build them and scrounging parts around Silicon Valley where we could. After a few attempts, we managed to put together something that was the Apple I. All of our friends wanted them, too. They wanted to build them. It turned out that it took maybe fifty hours to build one of these things by hand. It was taking up all of our spare time because our friends were not that skilled at building them, so Woz and I were building them for them.

我们[Woz和我]建造计算机的原因是我们想要一台计算机，但我们买不起。那时候它们要价数千美元。我们只是两个十几岁的少年。我们开始尝试在硅谷周围建造它们并搜集零件。经过几次尝试，我们设法组装出了一台名为Apple I的计算机。我们所有的朋友也都想要它们。他们想要建造它们。结果证明，手工制作一台这样的计算机可能需要50个小时。这占用了我们所有的空闲时间，因为我们的朋友并不擅长建造它们，所以Woz和我为他们建造了这些计算机。

We thought if we could just get what's called a printed circuit board, where you could just plug in the parts instead of having to hand-wire the whole thing, we could cut the assembly time down from maybe fifty hours to more like an hour. Woz sold his HP calculator, and I sold my VW Microbus, and we got enough money together to pay someone to design one of these printed circuit boards for us. Our goal was to just sell them as raw printed circuit boards to our friends and make enough money to recoup our calculator and transportation.

我们认为，如果我们能够获得所谓的印刷电路板，就可以直接插入零件，而不必手工布线，我们可以将组装时间从可能的50个小时缩短到一个小时左右。沃兹卖掉了他的惠普计算器，我卖掉了我的大众迷你巴士，我们凑足了足够的钱来支付某人为我们设计这些印刷电路板。我们的目标只是将它们作为原始印刷电路板出售给我们的朋友，并赚取足够的钱来收回我们的计算器和交通费。

What happened was that one of the early computer [stores], in fact, the first computer store in the world, which was in Mountain View at the time, said, "Well, I'll take fifty of these computers, but I want them fully assembled." Which was a twist that we'd never thought of.

发生的事情是，早期计算机[商店]之一，事实上是世界上第一家计算机商店，当时位于山景城，说：“好吧，我会买五十台这些计算机，但我希望它们完全组装好。”这是我们从未想过的一个转折点。

We went and bought the parts to build one hundred computers. We built fifty of them and delivered them. We got paid in cash and ran back and paid the people that sold us parts. Then we had the classic Marxian profit realization crisis, which was our profit wasn't

liquid—it was in fifty computers sitting on the floor.

我们去购买了建造一百台电脑所需的零件。我们建造了其中的五十台并交付了。我们收到了现金并赶回去支付卖给我们零件的人。然后我们遇到了经典的马克思主义利润实现危机，即我们的利润不是现金，而是在地上放着的五十台电脑。

We decided we had to start learning about sales and distribution so that we could sell the fifty computers and get back our money. That's how we got in the business. We took our idea [for the computer] to a few companies, one where Woz worked [Hewlett-Packard] and one where I worked at the time [Atari]. Neither one was interested in pursuing it, so we started our own company.

我们决定开始学习销售和分销，以便能够销售这五十台电脑并拿回我们的钱。这就是我们进入这个行业的方式。我们把我们的电脑想法带给了几家公司，其中一家是沃兹工作的公司[惠普]，另一家是我当时工作的公司[雅达利]。两家公司都不感兴趣，所以我们开始了自己的公司。



At work on an Apple I, 1976.

在工作中的苹果一代电脑，1976年。



A briefcase that Steve kept in his office.

史蒂夫在他的办公室里放着的公文包。



Inside was a custom Apple I setup.

里面是一个定制的苹果I设置。

TO THE
FROM THE
RECORD
LY
LET US
HEAR
IT
FOR THEM!!!

--A SATISFIED OWNER

D. W. PHILLIPS
LONG BEACH, CALIF.
90800

>1e

*Complements
of Dean Phillips
8/14/76*

Apple's first fan letter, a Polaroid of a computer screen.

苹果公司的第一封粉丝信是一张电脑屏幕的拍立得照片。



Steve demonstrates the Apple II prototype, 1977.

史蒂夫展示了苹果II原型机，1977年。

Interview with The New Yorker

《纽约客》的采访

“It’s a domesticated computer.”

“这是一台驯化的计算机。”

Steve’s first appearance in a national publication came in a 1977 issue of The New Yorker. The magazine sent a reporter to the First Annual Personal Computing Expo, held in the New York Coliseum. Most people at the time had never seen a personal computer.

史蒂夫在全国性出版物上的首次露面是在1977年的《纽约客》杂志上。该杂志派一名记者前往在纽约展览馆举行的第一届个人计算机博览会。当时大多数人从未见过个人计算机。

At a booth marked “Apple Computer, Inc.,” we paused to chat with the young man in charge, who introduced himself as Steven Jobs, the company’s vice-president for operations. Mr. Jobs was pleased at the turnout for the exhibition. “I wish we’d had these personal machines when I was growing up,” he said. “People have been hearing all sorts of things about computers during the past ten years through the media. Supposedly, computers have been controlling various aspects of their lives. Yet in spite of that, most adults have no idea of what a computer really is, of what it can or can’t do.

在标有“苹果电脑公司”的展位前，我们停下来与负责的年轻人聊天，他自我介绍为公司的运营副总裁史蒂文·乔布斯。乔布斯先生对展览的人数很满意。“我希望在我成长的时候就有这些个人电脑了，”他说。“在过去的十年里，人们通过媒体听到了各种关于计算机的事情。据说，计算机一直在控制着他们生活的各个方面。然而，尽管如此，大多数成年人仍然不知道计算机到底是什么，它能做什么，不能做什么。”

“Now, for the first time, people can actually buy a computer for the price of a good stereo, interact with it, and find out all about it. It’s analogous to taking apart 1955 Chevys. Or consider the camera. There are thousands of people across the country taking photography courses. They’ll never be professional photographers. They just want to understand what the photographic process is all about. Same with computers.

现在，人们可以以良好立体声的价格购买计算机，并与之交互，了解所有相关信息。这就像拆卸1955年的雪佛兰汽车一样。或者考虑相机。

全国有成千上万的人参加摄影课程。他们永远不会成为专业摄影师。他们只是想了解摄影过程的全部内容。计算机也是如此。

“We started a little personal-computer manufacturing company in a garage in Los Altos in 1976. Now we're the largest personal-computer company in the world. We make what we think of as the Rolls-Royce of personal computers. It's a domesticated computer. People expect blinking lights, but what they find is that it looks like a portable typewriter, which, connected to a suitable readout screen, is able to display in color.

我们在1976年在洛斯阿尔托斯的一个车库里创办了一家小型个人电脑制造公司。现在，我们是世界上最大的个人电脑公司。我们制造的是我们认为个人电脑中的劳斯莱斯。它是一台家用电脑。人们期望看到闪烁的灯光，但他们发现它看起来像一台便携式打字机，连接到合适的显示屏上，能够显示彩色。

“There's a feedback it gives to people, and the enthusiasm of the users is tremendous. We're always asked what it can do, and it can do many things, but in my opinion the real thing it is doing right now is to teach people how to program the computer.”

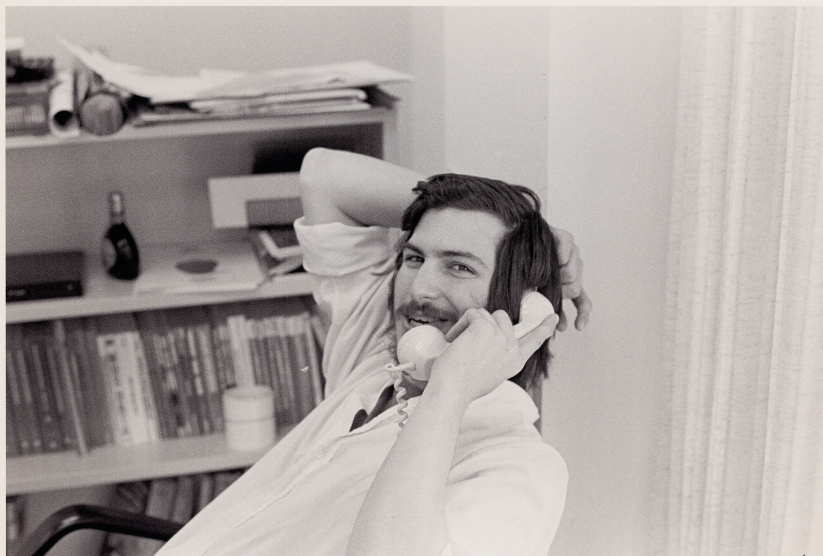
它给人们提供了反馈，用户的热情是巨大的。我们经常被问及它能做什么，它可以做很多事情，但在我看来，它现在真正做的事情是教人们如何编程计算机。

Recalling Mr. Jobs' wish that he had had such machines when he was growing up, we asked him if he would mind telling us his age.

回想起乔布斯先生曾经希望在他成长的时候有这样的机器，我们问他是否介意告诉我们他的年龄。

“Twenty-two,” Mr. Jobs said.

“二十二，”乔布斯先生说。

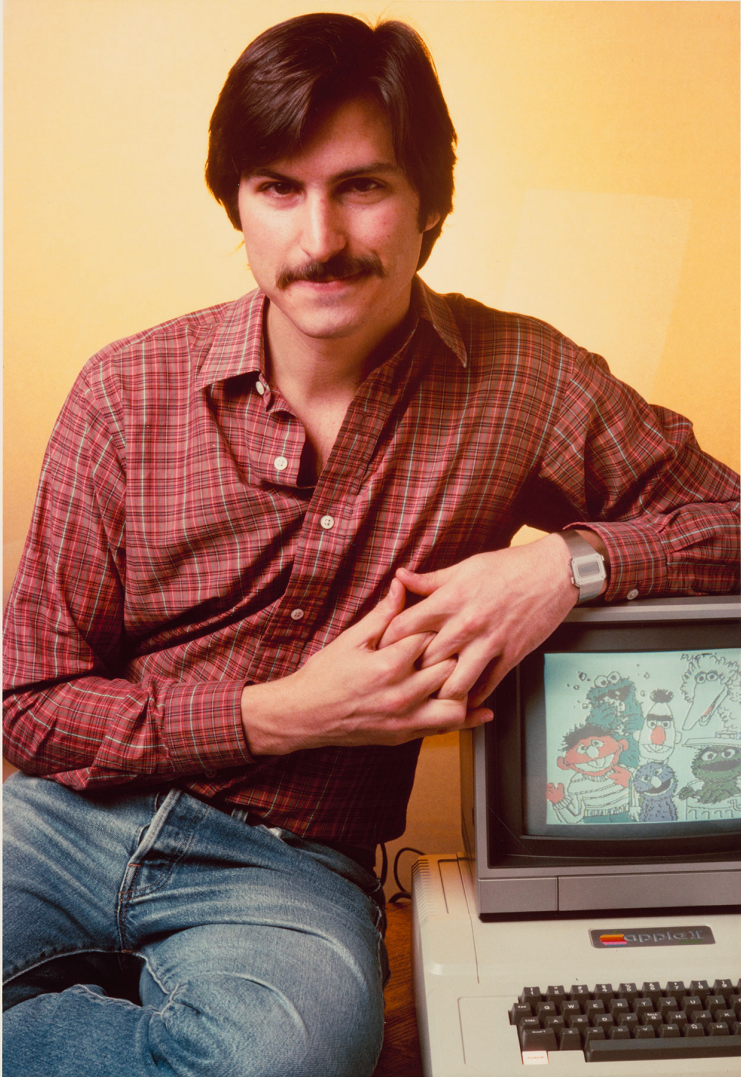


Negotiating 3

Bill/Steve 77

Apple outgrew its headquarters twice in 1977.

苹果公司在1977年两次扩建了其总部。



With the Apple II in 1981, the year IBM introduced its PC.

随着1981年苹果II的推出，IBM推出了其个人电脑。



Steve was an avid photographer.

史蒂夫是一位热衷于摄影的人。



He set up his bike in Apple's lobby for design inspiration.

他在苹果公司的大厅里摆放自行车以获得设计灵感。

Speech at the International Design Conference in Aspen

在阿斯彭国际设计会议上的演讲

“Computers and society are out on a first date.”

计算机和社会正在第一次约会。

Steve spoke to designers at this annual gathering in Aspen, Colorado, on June 15, 1983, five months after Apple introduced the Lisa computer.

史蒂夫在1983年6月15日的科罗拉多州阿斯彭市的年度聚会上与设计师交谈，这是苹果公司推出Lisa电脑五个月后的事情。

How many of you are over thirty-six years old? You were born pre-computer. Computers are thirty-six years old. I think there's going to be a little slice in the timeline of history as we look back, a pretty meaningful slice right there. A lot of you are products of the television generation. I'm pretty much a product of the television generation, but to some extent starting to be a product of the computer generation.

你们中有多少人超过36岁？你们出生在计算机之前。计算机已经有36年的历史了。我认为当我们回顾历史时，会发现有一个相当有意义的时间段。你们中很多人是电视时代的产物。我基本上也是电视时代的产物，但在某种程度上开始成为计算机时代的产物。

But the kids growing up now are definitely products of the computer generation, and in their lifetimes the computer will become the predominant medium of communication, just as the television took over from the radio, took over from even the book.

但是现在成长的孩子们绝对是计算机一代的产物，在他们的一生中，计算机将成为主要的交流媒介，就像电视从收音机接管了一样，甚至从书籍接管了一样。

How many of you own an Apple? Any? Or just any personal computer?

你们中有多少人拥有苹果电脑？有吗？还是只有个人电脑？

Uh-oh.

哦哦。

How many of you have used one, or seen one, or anything like that?

Good. ∞

你们中有多少人使用过一个，或者看到过一个，或者类似的东西？很好。∞

Computers are really dumb. They're exceptionally simple, but they're really fast. The raw instructions that we have to feed these little microprocessors—or even these giant Cray-1 supercomputers—are the most trivial of instructions. They get some data from there, get a number from here, add two numbers together, and test to see if it's bigger than zero. It's the most mundane thing you could ever imagine.

计算机非常愚笨。它们非常简单，但速度非常快。我们必须向这些微处理器或甚至这些巨型Cray-1超级计算机提供的原始指令是最琐碎的指令。它们从这里获取一些数据，从这里获取一个数字，将两个数字相加，并测试它是否大于零。这是你可以想象到的最平凡的事情。

But here's the key thing: let's say I could move a hundred times faster than anyone in here. In the blink of your eye, I could run out there, grab a bouquet of fresh spring flowers, run back in here, and snap my fingers. You would all think I was a magician. And yet I would basically be doing a series of really simple instructions: running out there, grabbing some flowers, running back, snapping my fingers. But I could just do them so fast that you would think that there was something magical going on.

但这是关键：假设我比这里的任何人都能快一百倍。在你眨眼的一瞬间，我可以跑出去，拿一束新鲜的春花，跑回来，然后弹指一挥。你们都会认为我是个魔术师。然而，我基本上只是在执行一系列非常简单的指令：跑出去，拿些花，跑回来，弹指一挥。但我可以做得如此之快，以至于你会认为有什么神奇的事情正在发生。

And it's the exact same way with a computer. It can do about a million instructions per second. And so we tend to think there's something magical going on, when in reality, it's just a series of simple instructions. ∞

这也正是计算机的工作原理。它每秒可以执行大约一百万条指令。因此，我们往往认为有一些神奇的事情正在发生，而实际上，这只是一系列简单的指令。∞

One of the reasons I'm here is because I need your help. If you've looked at computers, they look like garbage. All the great product designers are off designing automobiles or buildings. But hardly any of them are designing computers. If we take a look, we're going to sell 3 million computers this year, 10 million in '86, whether they look like

a piece of shit or they look great. People are just going to suck this stuff up so fast no matter what it looks like. And it doesn't cost any more money to make them look great. They are going to be these new objects that are going to be in everyone's working environment, everyone's educational environment, and everyone's home environment. We have a shot [at] putting a great object there—and if we don't, we're going to put one more piece-of-junk object there.

我在这里的原因之一是因为我需要你的帮助。如果你看过电脑，它们看起来像垃圾。所有伟大的产品设计师都在设计汽车或建筑物。但是几乎没有人设计电脑。如果我们看一下，今年我们将销售300万台电脑，到1986年将销售1000万台，无论它们看起来像一坨屎还是看起来很棒。人们会非常快地吸收这些东西，无论它看起来如何。而且，让它们看起来很棒并不需要更多的钱。它们将成为每个人工作环境、教育环境和家庭环境中的新物体。我们有机会把一个伟大的物体放在那里，如果我们不这样做，我们将再放一个垃圾物体在那里。

By '86, '87, pick a year, people are going to spend more time interacting with these machines than they do interacting with automobiles today. People are going to be spending two, three hours a day interacting with these machines—longer than they spend in the car. And so the industrial design, the software design, and how people interact with these things certainly must be given the consideration that we give automobiles today—if not a lot more.

到了86年、87年，或者其他年份，人们与这些机器的互动时间将会比今天与汽车的互动时间更长。人们每天将会花费两三个小时与这些机器互动，比他们在车里花费的时间还要长。因此，工业设计、软件设计以及人们与这些机器的互动方式必须得到与我们今天对待汽车相同的重视，甚至更多。

If you take a look, what we've got is a situation where most automobiles are not being designed in the United States. Televisions? Audio electronics? Watches, cameras, bicycles, calculators, you name it: most of the objects of our lives are not designed in America. We've blown it. We've blown it from an industrial point of view because we've lost the markets to foreign competitors. We've also blown it from a design point of view.

如果你看一下，我们所面临的情况是大多数汽车并非在美国设计。电视？音频电子设备？手表、相机、自行车、计算器，你说的都对：我们生活中的大多数物品都不是在美国设计的。我们已经失败了。从工业角度来看，我们已经输给了外国竞争对手，从设计角度来看，我们也失败了。

And I think we have a chance with this new computing technology meeting people in the eighties—the fact that computers and society

are out on a first date in the eighties. We have a chance to make these things beautiful, and we have a chance to communicate something through the design of the objects themselves. ✕

我认为我们有机会通过这种新的计算技术在八十年代与人们相遇——计算机和社会在八十年代第一次约会的事实。我们有机会使这些事物变得美丽，并通过对象本身的设计传达一些信息。✕

When I was going to school, I had a few great teachers and a lot of mediocre teachers. And the thing that probably kept me out of jail was the books. I could go and read what Aristotle or Plato wrote without an intermediary in the way. And a book was a phenomenal thing. It got right from the source to the destination without anything in the middle.

当我上学的时候，我有一些优秀的老师和很多平庸的老师。而可能让我没有进监狱的是书籍。我可以阅读亚里士多德或柏拉图的著作，没有任何中介。书是一件了不起的事情。它可以直接从源头到达目的地，没有任何中间环节。

The problem was, you can't ask Aristotle a question. And I think, as we look towards the next fifty to one hundred years, if we really can come up with these machines that can capture an underlying spirit, or an underlying set of principles, or an underlying way of looking at the world, then, when the next Aristotle comes around, maybe if he carries around one of these machines with him his whole life—his or her whole life—and types in all this stuff, then maybe someday, after this person's dead and gone, we can ask this machine, "Hey, what would Aristotle have said? What about this?" And maybe we won't get the right answer, but maybe we will. And that's really exciting to me. And that's one of the reasons I'm doing what I'm doing.

问题在于，你不能问亚里士多德一个问题。我认为，当我们展望未来的五十到一百年时，如果我们真的能够创造出这些能够捕捉到一种潜在精神、一套潜在原则或一种潜在的看待世界的方式的机器，那么当下一个亚里士多德出现时，也许如果他或她一生都带着这样一台机器，并输入所有这些内容，那么也许有一天，在这个人死去后，我们可以问这台机器，“嘿，亚里士多德会怎么说？这个问题怎么办？”也许我们不会得到正确的答案，但也许我们会。这让我感到非常兴奋。这也是我从事这项工作的原因之一。

So, what do you want to talk about?

那么，你想谈什么？

Steve answered questions at two conference sessions.

史蒂夫在两个会议场次上回答了问题。

How are these computers all going to work together? They're probably going to work together a lot like people do. Sometimes they're going to work together really well, and other times they're not going to work together so well. ∞

这些计算机将如何协同工作？它们可能会像人一样密切合作。有时它们会非常好地协同工作，而有时它们则不会协同工作得很好。∞

What's happened, there's been a few installations where people have hooked these things together. The one installation that stands out is at Xerox Palo Alto Research Center, or PARC, for short. And they hooked about a hundred computers together on what's called a local area network, which is just a cable that carries all this information back and forth. [...]

发生了什么事，有一些安装中人们将这些东西连接在一起。其中一次安装最为突出，就是在施乐帕洛阿尔托研究中心（简称PARC）进行的。他们将大约一百台计算机连接在一起，形成了所谓的局域网，这只是一根传输信息的电缆。[...]

Then an interesting thing happened. There were twenty people interested in volleyball. So a volleyball distribution list evolved, and then, when the volleyball game next week was changed, you'd write a quick memo and send it to the volleyball distribution list. Then there was a Chinese food cooking list. And before long, there were more lists than people.

然后发生了一件有趣的事情。有二十个人对排球感兴趣。于是一个排球分发列表逐渐形成，当下周的排球比赛改变时，你会写一份快速备忘录并将其发送到排球分发列表。然后又有了一个中餐烹饪列表。不久之后，列表的数量超过了人数。

And it was a very, very interesting phenomenon, because I think that that's exactly what's going to happen as we start to tie these things [computers] together: they're going to facilitate communication and facilitate bringing people together in the special interests that they have.

这是一个非常非常有趣的现象，因为我认为随着我们开始将这些计算机连接在一起，它们将促进沟通，并促进将人们聚集在他们所拥有的特殊兴趣上。

And we're about five years away from really solving the problems of hooking these computers together in the office. And we're about ten to fifteen years away from solving the problems of hooking them together in the home. A lot of people are working on it, but it's a pretty fierce problem.

我们距离真正解决办公室内联接这些计算机的问题还有大约五年时间。而要解决家庭内联接这些计算机的问题，我们还需要大约十到十五年的时间。很多人正在致力于解决这个问题，但这是一个相当棘手的问题。

Now, Apple's strategy is really simple. What we want to do is put an incredibly great computer in a book that you carry around with you, that you can learn how to use in twenty minutes. That's what we want to do. And we want to do it this decade. And we really want to do it with a radio link in it so you don't have to hook up to anything—you're in communication with all these larger databases and other computers. We don't know how to do that now. It's impossible technically. ✂

现在，苹果的策略非常简单。我们想要做的是把一台非常棒的电脑放在一本书里，你可以随身携带，并且可以在二十分钟内学会如何使用。这就是我们想要做的。我们希望在本十年内实现这一目标。而且我们真的希望在其中加入一个无线电链接，这样你就不必连接任何东西，你可以与所有这些更大的数据库和其他计算机进行通信。我们现在不知道如何做到这一点。从技术上讲是不可能的。✂

We're trying to get away from programming. We've got to get away from programming because people don't want to program computers. People want to *use* computers. ✂

我们正在努力摆脱编程。我们必须摆脱编程，因为人们不想编程。人们想使用计算机。✂

We [at Apple] feel that, for some crazy reason, we're in the right place at the right time to put something back. And what I mean by that is, most of us didn't make the clothes we're wearing, and we didn't cook or grow the food that we eat, and we're speaking a language that was developed by other people, and we use a mathematics that was developed by other people. We are constantly *taking*.

我们（在苹果公司）认为，出于某种疯狂的原因，我们正处在正确的时间和地点，可以回馈一些东西。我的意思是，我们大多数人没有制作我们穿着的衣服，也没有烹饪或种植我们吃的食物，我们使用的语言是由其他人开发的，我们使用的数学也是由其他人开发的。我们不断地获取。

And the ability to *put something back* into the pool of human experience is extremely neat. I think that everyone knows that in the next ten years we have the chance to really do that. And we [will] look back—and while we’re doing it, it’s pretty fun, too—we will look back and say, “God, we were a part of that!” ∞

把某物重新投入人类经验池的能力非常棒。我认为每个人都知道在接下来的十年里我们有机会真正做到这一点。而且我们在这样做的时候，也很有趣。我们将回顾过去，并且会说，“天啊，我们是其中的一部分！” ∞

We started with nothing. So whenever you start with nothing, you can always shoot for the moon. You have nothing to lose. And the thing that happens is—when you sort of get something, it’s very easy to go into cover-your-ass mode, and then you become conservative and vote for Ronnie. So what we’re trying to do is to realize the very amazing time that we’re in and not go into that mode. ∞

我们从零开始。所以每当你从零开始，你总是可以瞄准月球。你没有什么可失去的。而发生的事情是——当你有了一些东西时，很容易进入自我保护模式，然后变得保守并投票给罗尼。所以我们试图认识到我们所处的非常棒的时代，不要进入那种模式。 ∞

I can’t tell you why you need a home computer right now. I mean, people ask me, “Why should I buy a computer in my home?”

我不能告诉你为什么你现在需要一台家用电脑。我的意思是，人们问我，“为什么我需要在家里买一台电脑？”

And I say, “Well, to learn about it, to run some fun simulations. If you’ve got some kids, they should probably know about it in terms of literacy. They can probably get some good educational software, especially if they’re younger.

我说：“好的，要了解它，可以运行一些有趣的模拟。如果你有孩子，他们应该在识字方面了解它。特别是对于年龄较小的孩子，他们可能会得到一些很好的教育软件。”

“You can hook up to the source and, you know, do whatever you’re going to do. Meet women, I don’t know. But other than that, there’s no good reason to buy one for your house right now. But there will be. There will be.” ∞

“你可以连接到源头，然后，你知道，做你要做的事情。认识女人，我不知道。但除此之外，现在没有什么好理由为你的房子购买一个。但以后会有的。会有的。” ∞

I don’t think finance is what drives people at Apple. I don’t think it’s

money, but feeling like you own a piece of the company, and this is your damn company, and if you see something ... We always tell people, “You work for Apple first and your boss second.” We feel pretty strongly about that. ☞

我认为金融并不是驱动苹果员工的动力。我认为这不是钱的问题，而是感觉自己拥有了公司的一部分，这是你自己的公司，如果你看到了什么...我们总是告诉人们，“你首先为苹果工作，其次才是你的老板。”我们对此感到非常强烈。☞

When you have a million people using something, then that’s when creativity really starts to happen on a very rapid scale. [...] We need some revolutions like [the] Lisa [computer], but we also then need to get millions of units out there and let the world innovate—because the world’s pretty good at innovating, we’ve found.

当有一百万人使用某物时，创造力就会以非常快的速度开始发生。[...] 我们需要像[Lisa电脑]这样的革命，但我们还需要让数百万台设备进入市场，让世界创新 - 因为我们发现世界在创新方面非常擅长。

On the Macintosh

在Macintosh上

Macintosh was less than a year old—but clearly poised to transform the personal computer industry—when Steve reflected on its significance with reporter David Sheff.

当史蒂夫与记者大卫·谢夫一起回顾麦金塔电脑的意义时，它还不到一岁，但显然已经准备好改变个人电脑行业。

One of the things I love is that with Macintosh, you can write memos that are Times Roman or Helvetica, or you can throw in an Old English if you want to have a little fun for a party, you know, for a volleyball announcement. Or you can use a very serious font for something very serious. And you can express yourself.

我喜欢的一件事是，使用Macintosh，你可以写出Times Roman或Helvetica的备忘录，或者如果你想为聚会增添一些乐趣，可以加入一些古老的英语，比如排球公告。或者你可以使用非常严肃的字体来表达一些非常严肃的事情。你可以表达自己。

It's sort of like in 1844, the telegraph was invented, and it was an amazing breakthrough in communications. And you actually could send messages from New York to San Francisco in an afternoon. And some people talked about putting a telegraph on every desk in America to improve productivity.

有点像1844年发明电报一样，这是通信方面的一项惊人突破。实际上，你可以在一个下午内从纽约发送消息到旧金山。有些人谈论着在美国每个桌子上都安装一台电报机以提高生产力。

But it wouldn't have worked. It wouldn't have worked. And the reason it wouldn't have worked was because you would have had to learn this whole sequence of strange incantations—Morse code in this case, dots and dashes in this case—to use the telegraph. And it took about forty hours to learn how to use Morse code. And a majority of people would never have learned how to use Morse code.

但这是行不通的。这是行不通的。原因是你必须学习这整个奇怪的咒语序列——在这种情况下是莫尔斯电码，点和划线在这种情况下——才能使用电报。学习莫尔斯电码需要大约40个小时。大多数人永远不会学会如何使用莫尔斯电码。

So fortunately, in the 1870s, Alexander Graham Bell filed the

patents for the telephone—another radical breakthrough in communications that performed basically the same function, but people already knew how to use it. The neatest thing about it was that, in addition to allowing you to communicate with just words, it allowed you to sing. It allowed you to intone your words with meaning beyond the simple linguistics.

所幸的是，在19世纪70年代，亚历山大·格雷厄姆·贝尔申请了电话专利——这是另一个在通信领域的重大突破，它基本上执行了相同的功能，但人们已经知道如何使用它。最棒的是，除了让你用语言交流外，它还允许你唱歌。它允许你用超越简单语言学意义的含义来吟唱你的话语。

We're in the same exact parallel situation today. Some people are saying we need to put an IBM PC on every desk in America to improve productivity. But it won't work. The special incantations you have to learn this time are slash-qz's and things like that. Most people are not going to learn slash-qz's any more than they're going to learn Morse code.

今天我们处于完全相同的平行情况。有些人说我们需要在美国每个桌子上放置一台IBM PC来提高生产力。但这是行不通的。这次你必须学习的特殊咒语是斜杠-qz和类似的东西。大多数人不会学习斜杠-qz，就像他们不会学习摩尔斯电码一样。

And that's what Macintosh is all about. It's the first "telephone" of our industry. But the neatest thing about it to me is, the same as the telephone to the telegraph, Macintosh lets you sing. It lets you use special fonts. It lets you make drawings and pictures or incorporate other people's drawings or pictures into your documents.

这就是Macintosh的全部。它是我们行业的第一部“电话”。但对我来说，最棒的是，就像电话对电报一样，Macintosh让你唱歌。它让你使用特殊字体。它让你绘制图画或将其他人的图画或图片并入你的文档中。

Even in business, you're seeing five-page memos get compressed down to a one-page memo because there's a picture to express the key concept. And so we're seeing less paper flying around and more quality of communication.

即使在商业领域，你也会看到五页备忘录被压缩成一页备忘录，因为有一张图片可以表达关键概念。因此，我们看到的是更少的纸张飞来飞去，更高质量的沟通。

And it's more fun. There's always been this myth that really neat, fun people at home all of [a] sudden get very dull and boring and

serious when they come to work, and it's simply not true. So if we can again inject that liberal-arts spirit into this very serious realm of business, I think it would be a worthwhile contribution.

而且这更有趣。一直以来，有这样一个神话，认为在家里非常整洁、有趣的人一到工作时就会变得非常沉闷、无聊和严肃，但这并不是真的。因此，如果我们能够再次将人文精神注入到这个非常严肃的商业领域中，我认为这将是一项有价值的贡献。



Apple sales conference in Hawaii, 1983.

1983年在夏威夷举行的苹果销售会议。



STEVE JOBS NY 1983

Outside the IBM offices in New York.

在纽约的IBM办公室外。

Speech to Apple Employees

向苹果员工的讲话

“Was George Orwell right about 1984?”

乔治·奥威尔对1984年的预言是否正确？

Steve introduced the Macintosh and its iconic commercial, which ran during the 1984 Super Bowl, at an Apple sales meeting in October 1983.

史蒂夫在1983年10月的一次苹果销售会议上介绍了麦金塔和其标志性的广告，该广告在1984年超级碗期间播出。

Hi, I'm Steve Jobs.

你好，我是史蒂夫·乔布斯。

It is 1958. IBM passes up the chance to buy a young, fledgling company that has invented a new technology called xerography. Two years later, Xerox is born. And IBM has been kicking themselves ever since.

这是1958年。IBM错过了购买一家年轻的初创公司的机会，该公司发明了一种名为静电复印的新技术。两年后，施乐公司诞生了。自那以后，IBM一直后悔不已。

It is ten years later, the late sixties. Digital Equipment [DEC] and others invent the minicomputer. IBM dismisses the minicomputer as too small to do serious computing, and therefore unimportant to their business. DEC grows to become a multi-hundred-million-dollar corporation before IBM finally enters the minicomputer market.

十年后，已经是60年代末期。数字设备公司（DEC）和其他公司发明了迷你计算机。IBM认为迷你计算机太小，无法进行重要的计算，因此对他们的业务不重要。DEC成长为一个数亿美元的大型企业，直到IBM最终进入迷你计算机市场。

It is now ten years later, the late seventies. In 1977, Apple, a young, fledgling company on the West Coast, invents the Apple II, the first personal computer as we know it today. IBM dismisses the personal computer as too small to do serious computing and unimportant to their business.

现在已经是十年后，是七十年代末期。在1977年，位于西海岸的年轻初创公司苹果公司发明了Apple II，这是我们今天所知道的第一台个人

电脑。IBM认为个人电脑太小，无法进行严肃的计算，对他们的业务也不重要。

The early eighties, '81. Apple II has become the world's most popular computer. Apple has grown to a \$300 million company, becoming the fastest-growing corporation in American business history, with over fifty competitors vying for a share. IBM enters the personal-computer market in November '81 with the IBM PC.

80年代初，81年。Apple II已成为世界上最受欢迎的计算机。苹果公司已成长为一家人3亿美元的公司，成为美国商业史上增长最快的公司，有50多个竞争对手争夺市场份额。IBM于1981年11月进入个人电脑市场，推出IBM PC。

1983. Apple and IBM emerge as the industry's strongest competitors, each selling approximately one billion dollars' worth of personal computers in 1983. Each will invest greater than \$50 million for R&D and another \$50 million for television advertising in 1984, totaling almost one quarter of a billion dollars combined.

1983年，苹果和IBM成为该行业最强大的竞争对手，每家公司在1983年销售了价值约十亿美元的个人电脑。每家公司将在1984年投资超过5000万美元进行研发，另外再投资5000万美元用于电视广告，总计将近2.5亿美元。

The shakeout is in full swing. The first major firm goes bankrupt, with others teetering on the brink. Total industry losses for '83 outshadow even the combined profits of Apple and IBM for personal computers.

摇摆已经全面展开。第一家主要公司破产，其他公司也岌岌可危。1983年整个行业的损失甚至超过了苹果和IBM个人电脑的总利润。

It is now 1984. It appears IBM wants it all. Apple is perceived to be the only hope to offer IBM a run for its money. Dealers initially welcoming IBM with open arms now fear an IBM-dominated and controlled future. They are increasingly and desperately turning back to Apple as the only force that can ensure their future freedom.

现在是1984年。IBM似乎想要一切。人们认为苹果是唯一有希望与IBM竞争的力量。最初热烈欢迎IBM的经销商现在担心IBM将主导和控制未来。他们越来越绝望地转向苹果，认为只有苹果才能确保他们未来的自由。

IBM wants it all, and is aiming its guns on its last obstacle to industry control: Apple. Will Big Blue dominate the entire computer industry? *[Audience: No!]* The entire information age? *[Audience: No!]* Was George Orwell right about 1984?

IBM想要一切，并将瞄准其控制行业的最后障碍：苹果。大蓝巨人会主宰整个计算机行业吗？[观众：不！]整个信息时代？[观众：不！]乔治·奥威尔对1984年的预言是正确的吗？

[Steve runs the “1984” commercial. Directed by Ridley Scott, the ad depicts a dystopian, Orwellian world. In one scene, people dressed in gray, their heads shaved, sit expressionless in front of a large screen on which a dictator drones nonsense. A woman in bright red running shorts and a Macintosh shirt bursts into the room. She hurls a hammer at the screen, destroying it. The commercial ends with a promise: “On January 24th, Apple Computer will introduce Macintosh. And you’ll see why 1984 won’t be like ‘1984.’”]

史蒂夫运营“1984”广告。由雷德利·斯科特执导，该广告描绘了一个反乌托邦、奥威尔式的世界。在一个场景中，穿着灰色衣服、头发剃光的人们面无表情地坐在一个大屏幕前，独裁者在上面胡言乱语。一位穿着鲜红色跑步短裤和麦金塔衬衫的女子冲进房间。她朝屏幕扔了一把锤子，摧毁了它。广告以一个承诺结束：“在1月24日，苹果电脑将推出麦金塔。你会看到为什么1984年不会像‘1984’一样。”

[There is tumultuous applause and shouting from the audience; once it dies down, Steve resumes.] That ad is going to run one week before Macintosh is introduced. And our ad agency that put it together is here today, Chiat/Day. Jay Chiat is here, the principal. Lee Clow and Steve Hayden, [who] wrote the copy and did the creative, are also here.

观众席上响起了热烈的掌声和喊叫声；等到掌声平息，史蒂夫继续说道。这则广告将在麦金塔电脑发布前一周播出。我们的广告代理商Chiat/Day今天也在这里。Jay Chiat是负责人。Lee Clow和Steve Hayden负责撰写文案和创意，他们也在哪里。

You might—I guess they just heard what you thought.

你可能会——我猜他们只是听到了你的想法。



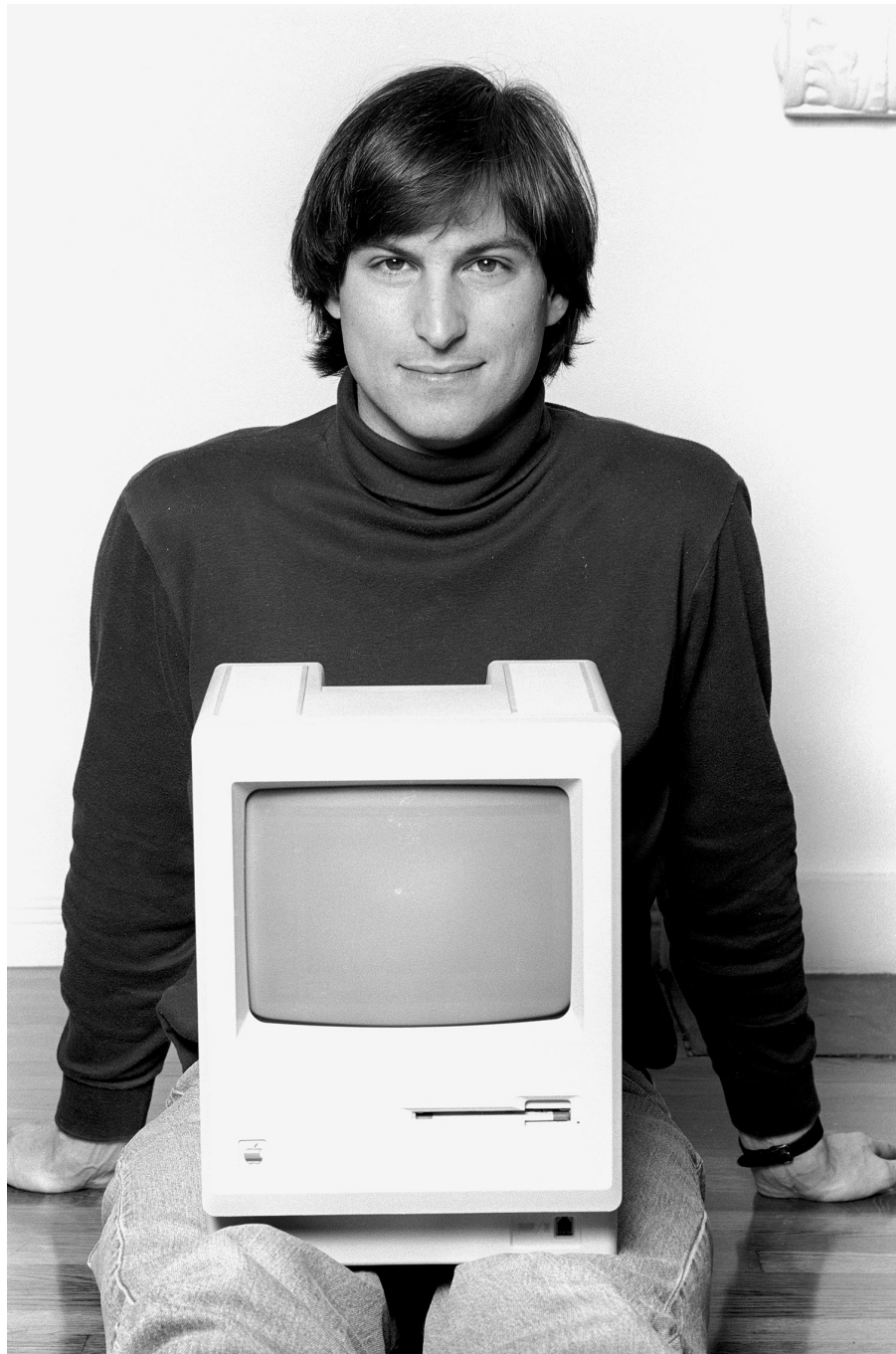
Enjoying a rare break before the Macintosh release.

在发布 *Macintosh* 之前，享受难得的休息。



Exhausted after a sales conference in New Orleans, 1984.

1984年在新奥尔良的销售会议后感到筋疲力尽。



Steve's 1984 shoot for Time at his Woodside home.

史蒂夫在他的伍德赛德家拍摄的1984年时代杂志照片。



STEVE J. 0, 1977

Pausing to watch a Macintosh in action.

暂停观看Macintosh的操作。

Interview with Michael Moritz

迈克尔·莫里茨的采访

“Your aesthetics get better as you make mistakes.”

你的审美随着犯错而变得更好。

Steve and Michael Moritz, a reporter who would soon switch careers and become a venture capitalist, spoke at Steve's office at Apple in May 1984. They covered a wide range of topics, including Steve's thoughts on product design.

史蒂夫和迈克尔·莫里茨 (Michael Moritz) 在1984年5月在史蒂夫在苹果公司的办公室里交谈。莫里茨是一名即将转行成为风险投资家的记者。他们讨论了广泛的话题，包括史蒂夫对产品设计的想法。

Steve Jobs: I went around and looked at Cuisinarts when we were designing Mac. It was like my Cuisinart week.

史蒂夫·乔布斯：在我们设计 Mac 时，我四处走动，看了看 Cuisinarts。那就像是我的 Cuisinart 周。

Michael Moritz: But no other particular products [influenced you]? Say, from the late seventies or something.

迈克尔·莫里茨：但是没有其他特定的产品影响了你吗？比如说，来自七十年代末之类的产品。

SJ: Well, we're around automobiles our whole lives. I've never been a car guy, but I've always loved Volkswagen Beetles. I've always loved Volkswagen vans, actually, too.

SJ：嗯，我们一生都与汽车打交道。我从来不是一个车迷，但我一直很喜欢大众甲壳虫。实际上，我也一直很喜欢大众面包车。

Just a bunch of little things: wine labels, paintings in galleries. Just simple things. Not anything real profound, just lots and lots of little things. I don't think my taste in aesthetics is that much different than a lot of other people's. The difference is that I just get to be really stubborn about making things as good as we all know they can be. That's the only difference.

只是一些小事情：葡萄酒标签，画廊里的画作。只是简单的事情。没

有什么真正深刻的东西，只是很多很多的小事情。我认为我的审美品味并不比其他人有太大的不同。不同之处在于，我可以非常固执地让事情变得像我们都知道的那样好。这是唯一的区别。

MM: Yeah, I think you're being modest.

MM：是的，我认为你太谦虚了。

SJ: Well, things get more refined as you make mistakes. I've had a chance to make a lot of mistakes. Your aesthetics get better as you make mistakes. But the real big thing is: if you're going to make something, it doesn't take any more energy—and rarely does it take more money—to make it really great. All it takes is a little more time. Not that much more. And a willingness to do so, a willingness to persevere until it's really great.

SJ：嗯，随着你犯错，事情会变得更加精细。我有机会犯了很多错误。你的审美随着你犯错而变得更好。但真正重要的是：如果你要做某件事，要让它变得真正伟大并不需要更多的精力——很少需要更多的金钱。它所需要的只是更多的时间。不需要太多。还有一种愿望，一种坚持到它真正伟大的意愿。

But aesthetics? I think aesthetics are a lot like singing. Joanie [Baez] has a beautiful voice, but the reason her voice is beautiful isn't because her voice is just beautiful. It's because she has an incredibly good ear. She can listen to somebody speak for thirty seconds and imitate their voice almost perfectly. Her ear is superb. And I think, in the same way, good aesthetics result from just your eye. An instinct of what you see, not so much what you do. ∞

但审美呢？我认为审美很像唱歌。乔妮（巴兹）有一副美妙的嗓音，但她的嗓音之所以美妙，并不仅仅是因为她的嗓音本身就很美。而是因为她有一个非常好的耳朵。她可以听某个人说话三十秒钟，几乎完美地模仿他们的声音。她的听力非常出色。我认为，同样地，好的审美来自于你的眼睛。是你所看到的東西的本能，而不是你所做的事情。∞

SJ: I want to build products that are inherently smaller than any of the products on the market today. And when you make things smaller, you have the ability to make them more precisely. Obviously, a perfect example of that is a watch. It's beautiful, but the precision has to be the scale of the object itself, and so you make it very precise. And as our products get smaller, we have the opportunity to do that. So, obviously, I would like everything to be smaller.

SJ：我想要制造的产品比市场上任何产品都更小巧。当你把东西做得更

小，你就有能力让它们更精确。显然，手表就是一个完美的例子。它很漂亮，但精度必须与物体本身的尺寸相匹配，因此你要让它非常精确。随着我们的产品变得更小，我们有机会做到这一点。所以，显然，我希望一切都更小。

I also think that it's really nice to be able to carry products around. Even if they're not portable, it's very nice to be able to have a handle on them that says, "Pick me up and move me when you want to change where I am." Carry them from room to room, or from office to office. Lisa's too heavy to carry from office to office, or room to room, or home on the weekends. So the question is, "How do we find a way to package that same functionality into something that we can carry around with us and that is smaller, obviously—and be able to express the form of that more precisely?" That's where we're going in the future, those directions. ✕

我也认为能够携带产品真的很不错。即使它们不是便携式的，能够有一个手柄，上面写着“在你想改变我的位置时，把我拿起来移动。”可以把它们从一个房间搬到另一个房间，或者从一个办公室搬到另一个办公室。但是Lisa太重了，无法从一个办公室搬到另一个办公室，或者从一个房间搬到另一个房间，或者在周末带回家。所以问题是，“我们如何找到一种方法，将相同的功能打包到我们可以随身携带的、更小的东西中，并能更精确地表达它的形式？”这就是我们未来的方向。✕

MM: What are the uglier, offensive designs of products, or are there just too many to list?

MM：产品中有哪些更丑陋、令人反感的设计，还是说太多了无法列举？

SJ: Yeah—pick any car before three years ago, you know? Pick most cars today. Anything. Just look around the room. Tables, chairs: all ugly. You can ask me, what am I doing in this office? But anyway, most things are not very nice.

SJ: 是的 - 选择三年前的任何一辆车，你知道吗？选择今天的大多数汽车。任何东西。只要看看房间周围。桌子，椅子：都很丑。你可以问我，我在这个办公室做什么？但无论如何，大多数东西都不是很好看。

The telephone's a perfect example. The only telephone that's ever been any good is the original one and the Trimline. The Trimline is the only decent one. What they've done to the new stuff is just garbage. ✕

电话是一个完美的例子。迄今为止唯一好用的电话是原始电话和Trimline。Trimline是唯一体面的。他们对新产品所做的只是垃圾。✕

SJ: [At Apple] we're just getting simpler and simpler and simpler. Very, very simple. Simple. ✕

SJ: [在苹果] 我们越来越简单，越来越简单，非常非常简单。简单。✕

SJ: Have you ever seen HP's buildings over on Page Mill Road, the original ones? They're really neat. They've got these scalloped roofs, and they face the glass north, and you can actually put solar collectors on them, if you wanted to. They stick out. In a building, they make a whole glass wall. And so people work down there, and they get tons of natural light coming in. Just tons.

SJ: 你见过惠普在佩奇米尔路上的建筑物吗，那些原始的建筑物？它们非常漂亮。它们有这些扇形屋顶，面向玻璃北面，如果你想的话，你实际上可以在上面安装太阳能收集器。它们很突出。在建筑物中，它们构成了整个玻璃墙。所以人们在那里工作，他们可以得到大量的自然光线。非常多。

The problem with these buildings [at Apple] is there's no light. I mean, you spend five minutes outside, and you walk in here, it's really dark, and you can't see anything. And we're all sort of like living in these little tiny caverns.

这些苹果公司的建筑的问题在于没有光线。我的意思是，你在外面呆五分钟，走进来，这里真的很暗，什么都看不见。我们都像是生活在这些小小的洞穴里。

I just want a ton of natural light. ✕

我只想要大量的自然光。✕

MM: Was all the stuff about Big Brother [in the "1984" commercial] very conscious of the IBM stuff, or was that something that outsiders quickly interpreted, and you guys weren't exactly going to—

MM: 在“1984”广告中关于大兄弟的所有内容都非常清醒地意识到了IBM的事情，还是这是外部人士很快解释的事情，而你们并不打算...

SJ: Deny it?

否认它？

MM: Deny it.

MM: 否认它。

SJ: Well, the best response to that was the response given, I think, in *Fortune*, which was, “If seeing Big Brother in 1984 connotes IBM to a large number of people, that says more about IBM’s image problem than our intentions.”

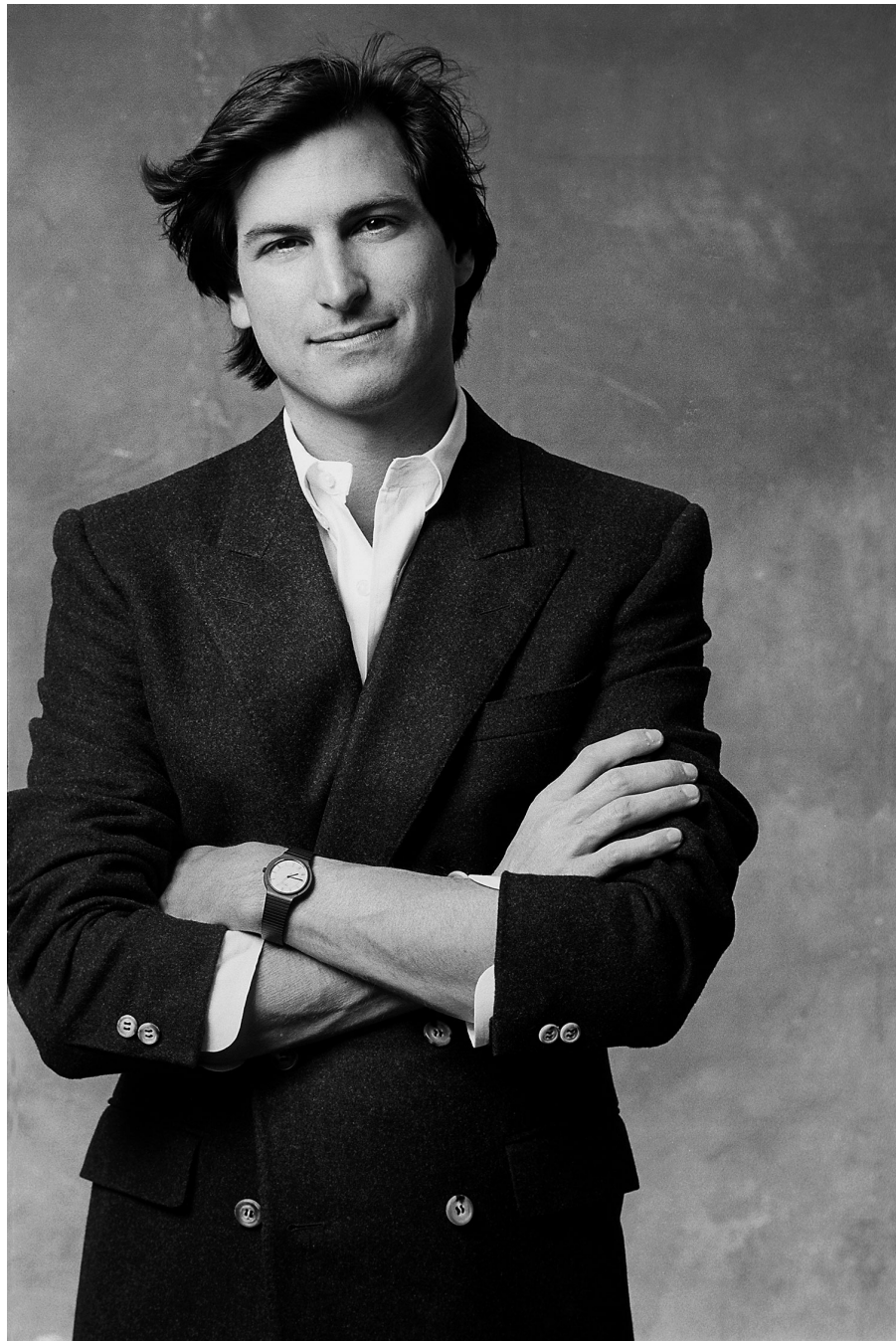
SJ：对此最好的回应是在《财富》杂志上给出的回应，即“如果在1984年看到大兄弟就让很多人想到IBM，那说明这更多地反映了IBM的形象问题，而不是我们的意图。”

In truth: of course, we saw the analogy. And I think that we were saying two things. I think the first thing we were saying was, this image of computers as sort of a centralized group of people having control of very powerful machines to keep track of us, that iconic fear in our minds—we were commenting on that cultural fear that we have.

事实上：当然，我们看到了这个类比。我认为我们说了两件事。我认为我们说的第一件事是，计算机的这种形象，就像一个集中的人群控制着非常强大的机器来追踪我们，这种标志性的恐惧在我们的脑海中存在 - 我们在评论我们拥有的文化恐惧。

And of course, one couldn’t—you’d have to be an idiot not to see the parallels to IBM.

当然，任何人都不可能不看到与IBM的相似之处，否则就是白痴。



Under his double-breasted suit coat, Steve wore jeans.

在他的双排扣西装外套下，史蒂夫穿着牛仔裤。

新闻周刊采访

“I want to build things.”

我想要建造东西。

Steve left Apple in September 1985, after losing a power struggle with CEO John Sculley. The departure was officially a resignation, but Steve considered it a betrayal. A few weeks later, he spoke to Newsweek.

史蒂夫在1985年9月离开了苹果公司，此前他在与首席执行官约翰·斯卡利的权力斗争中失败。他的离开正式上是一份辞呈，但史蒂夫认为这是一种背叛。几周后，他接受了《新闻周刊》的采访。

Newsweek: How did you react when you heard the [Apple] board's decision [to sue you]? These were people that you knew and worked with for a long time.

Newsweek：当您听到[苹果]董事会的决定[起诉您]时，您的反应是什么？这些人是您认识和共事了很长时间的人。

Steve Jobs: Oh, yeah. I mean, in my wildest imagination, I couldn't have come up with such a wild ending to all of this. I had hoped that my life would take on the quality of an interesting tapestry where I would have weaved in and out of Apple: I would have been there a period of time, and maybe I would have gone off and done something else to contribute, but connected with Apple, and then maybe come back and stay for a lengthy time period, and then go off and do something else. But it's just not going to work out that way. So I had ten of the best years of my life, you know. And I don't regret much of anything. ∞

史蒂夫·乔布斯：哦，是的。我的想象力也无法想象出这样一个疯狂的结局。我曾希望我的生活能像一件有趣的挂毯一样，我会在苹果公司里穿梭往返：在那里待一段时间，然后可能去做其他贡献，但仍与苹果公司有联系，然后再回来长时间待着，然后再去做其他事情。但事实并非如此。所以我度过了我人生中最美好的十年，你知道的。我没有太多遗憾。✂

I personally, man, I want to build things. I'm thirty. I'm not ready to be an industry pundit. I got three offers to be a professor during this summer, and I told all of the universities that I thought I would be an

awful professor. What I'm best at doing is finding a group of talented people and making things with them. I respect the direction that Apple is going in. But for me personally, you know, I want to make things. And if there's no place for me to make things there, then I'll do what I did twice before. I'll make my own place. You know, I did it in the garage when Apple started, and I did it in the metaphorical garage when Mac started. ∞

我个人想要建造东西。我三十岁了，还没有准备好成为行业专家。今年夏天我收到了三个大学教授的聘书，但我告诉所有的大学我认为我会是一个糟糕的教授。我最擅长的是找到一群有才华的人并与他们一起创造东西。我尊重苹果公司的发展方向。但对我个人来说，你知道，我想创造东西。如果在那里没有我创造东西的地方，那么我会像之前两次一样。我会创造自己的地方。你知道，当苹果公司刚开始时，我在车库里做到了这一点，当Mac开始时，我在象征性的车库里做到了这一点。∞

SJ: Though the outside world looks at success from a numerical point of view, my yardstick might be quite different than that. My yardstick may be how every computer that's designed from here on out will have to be at least as good as a Macintosh. ∞

SJ：虽然外界看待成功是从数字的角度出发，但我的衡量标准可能与此有所不同。我的衡量标准可能是从现在开始设计的每台计算机都必须至少与 Macintosh 一样出色。∞

SJ: I used to go into work, I'd get there, and I would have one or two phone calls to perform, a little bit of mail to look at. But—this was in June, July—most of the corporate management reports stopped flowing by my desk. A few people might see my car in the parking lot and come over and commiserate.

SJ：我曾经去上班，到了那里，我会有一两个电话要打，看一下一点邮件。但是——这是在六月、七月——大部分公司管理报告都停止流经我的桌子。有些人可能会看到我的车停在停车场，过来同情一下。

And I would get depressed and go home in three or four hours, really depressed. I did that a few times, and I decided that was mentally unhealthy. So I just stopped going in. You know, there was nobody really there to miss me.

我会感到沮丧，三四个小时后就回家了，真的很沮丧。我这样做了几次，然后我决定那样对心理不健康。所以我就不再去。你知道，没有人真正会想念我。

Q: Do you feel that they have taken your company away from you?

你觉得他们把你的公司夺走了吗？

SJ: To me, Apple exists in the spirit of the people that work there, and the sort of philosophies and purpose by which they go about their business. So if Apple just becomes a place where computers are a commodity item and where the romance is gone, and where people forget that computers are the most incredible invention that man has ever invented, then I'll feel I have lost Apple. But if I'm a million miles away and all those people still feel those things and they're still working to make the next great personal computer, then I will feel that my genes are still in there. ∞

SJ：对我来说，苹果存在于那些在那里工作的人的精神中，以及他们经营业务的哲学和目的。因此，如果苹果只成为一个计算机是商品的地方，浪漫已经消失，人们忘记了计算机是人类发明的最不可思议的发明，那么我会觉得我失去了苹果。但是，如果我在万里之外，所有人仍然感受到这些东西，并且他们仍在努力制作下一代伟大的个人电脑，那么我会觉得我的基因仍然在那里。

SJ: One of the five most difficult days was that day John [Sculley, Apple's CEO] said at the analysts meeting about there not being a role for me in the future, and he said it again in another analysts meeting a week later. He didn't say it to me directly; he said it to the press. You've probably had somebody punch you in the stomach and it knocks the wind out of you and you can't breathe. If you relax, you'll start breathing again. That's how I felt all summer long. The thing I had to do was try to relax. It was hard. But I went for a lot of long walks in the woods and didn't really talk to a lot of people. ∞

SJ：五个最困难的日子之一是约翰·斯卡利（苹果公司的CEO）在分析师会议上说我在未来没有角色，他在一周后的另一次分析师会议上再次这样说。他没有直接对我说，而是对媒体说。你可能被人打在肚子上，让你喘不过气来。如果你放松，你就会重新开始呼吸。整个夏天我都有这种感觉。我必须尝试放松。这很难。但我经常在树林里散步，不怎么和很多人说话。∞

Q: You've talked about being tough to get along with, having a rough-edge personality. Did you contribute in some way to your own downfall?

问：你谈到了自己难以相处，性格粗糙。你是否在某种程度上为自己的失败做出了贡献？

SJ: You know, I'm not a sixty-two-year-old statesman that's traveled around the world all his life. So I'm sure that there was a situation when I was twenty-five that if I could go back, knowing what I know now, I could have handled much better. And I'm sure I'll be able to say the same thing when I'm thirty-five about the situation in 1985. I can be very intense in my convictions. And I don't know—all in all, I kind of like myself, and I'm not that anxious to change.

SJ：你知道，我不是一个六十二岁的政治家，他一生都在世界各地旅行。所以我肯定有过二十五岁时的某种情况，如果我现在知道的话，我肯定能处理得更好。我相信当我三十五岁时，我也会对1985年的情况有同样的感受。我在我的信念上可以非常强烈。总的来说，我还是挺喜欢自己的，我并不急于改变。

Q: But has this experience changed you?

问：但是这次经历改变了你吗？

SJ: Oh, this has—yeah, I think I am growing from this, and I think I'm learning a lot from it. I'm not sure how or what yet. But yes, I feel that way. I'm not bitter; I'm not bitter. ∞

SJ：哦，这个——是的，我觉得我从中成长了，我觉得我从中学到了很多东西。我还不确定是怎么样或者是什么。但是是的，我有这种感觉。我不是愤怒的；我不是愤怒的。∞<

Q: There's been a lot in the press about your interest in Buddhism, vegetarianism.

问：媒体上有很多关于你对佛教和素食主义的兴趣的报道。

SJ: As we descend into the isms.

SJ：当我们陷入主义之中。

Q: The isms. Are you still interested in those things?

问：主义。你还对这些事情感兴趣吗？

SJ: Well, I don't know what to say. I mean, I don't eat meat, and I don't go to church every Sunday.

SJ：嗯，我不知道该说什么。我的意思是，我不吃肉，也不每个星期天去教堂。

Q: They said at some point you had thought of going to Japan and sitting in a monastery.

问：他们说你曾经考虑过去日本坐在寺庙里。

SJ: Yeah, yeah. I'm glad I didn't do that. I know this is going to sound really, really corny. But I feel like I'm an American, and I was born here. And the fate of the world is in America's hands right now. I really feel that. And you know, I'm going to live my life here and do what I can to help.

SJ: 是的，是的。我很高兴我没有那样做。我知道这听起来非常非常老套。但我觉得我是一个美国人，我在这里出生。现在世界的命运掌握在美国手中。我真的有这种感觉。你知道，我会在这里过我的生活，尽我所能去帮助。



Steve circa 1985.

史蒂夫约1985年左右。

Part II, 1985–1996

第二部分，**1985**年至**1996**年。

“You never achieve what you want without falling on your face a few times.”

“如果你不摔倒几次，就永远无法实现自己的愿望。”

The years after Steve left Apple were among the toughest of his career—and the most formative.

史蒂夫离开苹果后的这些年是他职业生涯中最艰难、也最具塑造力的时期。

Determined to build a new great computer company, he started NeXT with several members of the Macintosh team. “We’ll make a whole bunch of mistakes, but at least they’ll be new and creative ones,” he predicted.

决心建立一家新的伟大计算机公司，他与几位麦金塞团队成员一起创立了NeXT。他预测：“我们会犯很多错误，但至少它们会是新的和有创意的。”

Around the same time, Steve invested \$10 million in a small company called Pixar. It was a tiny computer graphics operation, newly spun off from filmmaker George Lucas’s empire. The technical expertise at Pixar attracted Steve; its initial product was a high-end graphics computer that cost more than \$100,000.

大约在同一时间，史蒂夫向一家名为皮克斯的小公司投资了1000万美元。这是一家微型计算机图形公司，新近从电影制片人乔治·卢卡斯的帝国中分离出来。皮克斯的技术专业知识吸引了史蒂夫；其最初的产品是一台高端图形计算机，售价超过10万美元。

Both NeXT and Pixar quickly ran into trouble. The NeXT computer system, which debuted in 1988, was powerful and packed with the humanistic touches Steve loved. It was visually striking and intuitive to use, with high-quality audio and the complete works of Shakespeare built in. But it was also late to market and expensive—and it sold poorly. Within six years of NeXT’s launch, the entire founding team, other than Steve, had resigned.

NeXT和Pixar都很快遇到了麻烦。NeXT计算机系统于1988年首次亮相，功能强大，充满了史蒂夫喜欢的人文主义特色。它在视觉上很引人注目，使用起来直观，具有高质量的音频和莎士比亚的全部作品。但它推出市场的时间太晚，价格昂贵，销售不佳。在NeXT推出六年内，除了史蒂夫外，整个创始团队都已辞职。

Pixar, meanwhile, was eking out an existence selling computers and software and, later, animating commercials. The company was also making award-winning short films that charmed Steve. This use of technology in service of brilliant storytelling embodied one of his favorite things: work at the intersection of technology and the liberal arts. The short films fired Steve’s enthusiasm and kept him writing check after check to Pixar, ultimately investing some \$60 million.

同时，Pixar公司勉强维持生计，销售计算机和软件，后来开始制作动

画广告。该公司还制作了屡获殊荣的短片，这些短片让史蒂夫感到非常喜欢。这种将技术用于杰出故事叙述的方式体现了他最喜欢的事情之一：在技术和文科的交叉点上工作。这些短片激发了史蒂夫的热情，并让他不断地给Pixar写支票，最终投资了约6000万美元。

But the films were, as Steve put it, “in the background,” not the company’s focus. He described Pixar’s early business strategy as “find a way to pay the bills,” and he later speculated that the only reason the company didn’t fall apart then was that the leadership team “would all get depressed ... but not all of us at once.”

但是，正如史蒂夫所说，这些电影只是“背景”，而不是公司的重点。他将Pixar早期的商业策略描述为“找到支付账单的方法”，并且后来推测，公司没有崩溃的唯一原因是领导团队“都会感到沮丧...但不是我们所有人都会同时感到沮丧”。

If at times in these years he seemed disappointed by the possibilities of technology—“this stuff doesn’t change the world. It really doesn’t,” he told a reporter in an uncharacteristic flash of pessimism—his world was also expanding beyond his work. He treasured his privacy, saying of his public persona, “I think of it as my well-known twin brother. It’s not me.”

如果在这些年里，他有时似乎对技术的可能性感到失望 - “这些东西并没有改变世界。它真的没有，”他在一次不寻常的悲观闪光中告诉记者 - 他的世界也在超越他的工作。他珍视他的隐私，对他的公众形象说：“我把它看作是我的著名孪生兄弟。那不是我。”

Steve learned how to hone a company to its essence, even when it was painful. He shifted NeXT’s focus to selling software. The shift meant closing a factory and laying off more than two hundred of NeXT’s five hundred and thirty employees. Meanwhile, Pixar stripped away its advertising and hardware businesses and entered into an agreement with Disney, all to pursue what sometimes seemed an impossible dream: to make fully computer-animated feature films.

史蒂夫学会了如何将一家公司的精华磨练出来，即使这是痛苦的。他将NeXT的重心转向销售软件。这个转变意味着关闭一家工厂，并裁员超过530名员工中的200多人。与此同时，Pixar剥离了其广告和硬件业务，并与迪士尼达成协议，一切都是为了追求有时似乎是不可能的梦想：制作完全由计算机动画制作的电影。

After nearly a decade of difficulty, the streamlined NeXT and Pixar both transformed into unlikely success stories. At the end of 1995, Pixar premiered Toy Story in the same month it held its initial public offering. A year later, Apple, in need of operating-system software, bought NeXT for \$427 million. “If you really look closely,” Steve liked to say, “most overnight successes took a long time.”

经过将近十年的困难，精简的*NeXT*和*Pixar*都变成了不太可能的成功故事。在1995年底，*Pixar*推出了《玩具总动员》，与此同时还进行了首次公开发行。一年后，需要操作系统软件的苹果公司以4.27亿美元的价格收购了*NeXT*。史蒂夫喜欢说：“如果你真的仔细看，大多数一夜成名的成功都花费了很长时间。”

Steve on Starting NeXT

史蒂夫关于创办 NeXT

A few weeks after starting NeXT, Steve spoke with Newsweek about the original insight for the company.

开始 NeXT 几周后，史蒂夫向《新闻周刊》谈起了公司的原始创意。

I had been reading some biochemistry, recombinant DNA literature. [I had recently met] Paul Berg, the inventor of some of the recombinant techniques. I called him up, and I said, “You remember me. I’m ignorant about this stuff, but I’ve got a bunch of questions about how it works, and I’d love to have lunch with you.” So we had lunch at Stanford. He was showing me how they were doing gene repairing. Actually, it’s straightforward, it’s kind of neat. It smells a lot like some of the concepts you find in computer science. So he was explaining how he does experiments in a wet laboratory and they take a week or two or three to run. I asked him, “Why don’t you simulate these on a computer? Not only will it allow you to run your experiments faster, but someday every freshman microbiology student in the country can play with the Paul Berg recombinant software.” So his eyes lit up. And that was sort of a landmark lunch. Because that’s when I started to really think about this stuff and get my wheels turning again.

我一直在阅读一些生物化学、重组 DNA 文献。[我最近遇到了] 保罗·伯格，他是一些重组技术的发明者。我给他打了个电话，说：“你还记得我吗？我对这个东西一无所知，但我有一堆关于它如何工作的问题，我很想和你一起吃饭。”于是我们在斯坦福大学吃了午饭。他向我展示了他们如何进行基因修复。实际上，这很简单，很有趣。它闻起来很像计算机科学中的一些概念。所以他解释说他是如何在湿实验室进行实验的，需要一两个星期或三个星期才能运行。我问他：“为什么不在计算机上模拟这些？这不仅可以让你更快地运行实验，而且有一天全国每个新生微生物学学生都可以玩保罗·伯格的重组软件。”于是他的眼睛亮了起来。那是一个里程碑式的午餐。因为那时我开始真正思考这些东西，让我的思维再次转动起来。

On Becoming Majority Shareholder in Pixar

关于成为**Pixar**的大股东

In 1996, the year after Pixar released Toy Story and held its IPO, Steve looked back on the work and ideas that first drew him to the company.

1996年，即**Pixar**发布《玩具总动员》并进行首次公开募股的一年后，史蒂夫回顾了最初吸引他加入公司的工作和想法。

I met Ed Catmull, who was running the computer division of Lucasfilm, in 1985. [...] I'd been involved in graphics most of my life. The Apple II, though most people don't remember, was the first real color computer that you could get your hands on. The Macintosh, obviously, was graphics. The LaserWriter was graphics. But it was all 2-D. We'd done some 3-D work at Apple, and I was certainly aware of the field—but the stuff that Ed and his team were doing was way ahead of anything I'd ever seen anyone do.

我在1985年遇到了运营卢卡斯影业计算机部门的艾德·卡特穆尔。[...] 我一生中大部分时间都涉足于图形设计。虽然大多数人不记得，但Apple II是你可以亲手操作的第一台真正的彩色电脑。显然，麦金塔是图形设计。激光打印机也是图形设计。但这都是2D的。我们在Apple做了一些3D工作，我当然也知道这个领域，但艾德和他的团队所做的事情远远超过了我所见过的任何人。

On Pixar's Early Days

关于皮克斯早期的日子

In 2003, with Disney and Pixar deep in negotiations over the future of the studio, Steve told filmmaker Leslie Iwerks about Pixar's start.

2003年，当迪士尼和皮克斯就工作室的未来进行深入谈判时，史蒂夫向电影制片人莱斯利·艾沃克斯讲述了皮克斯的起源。

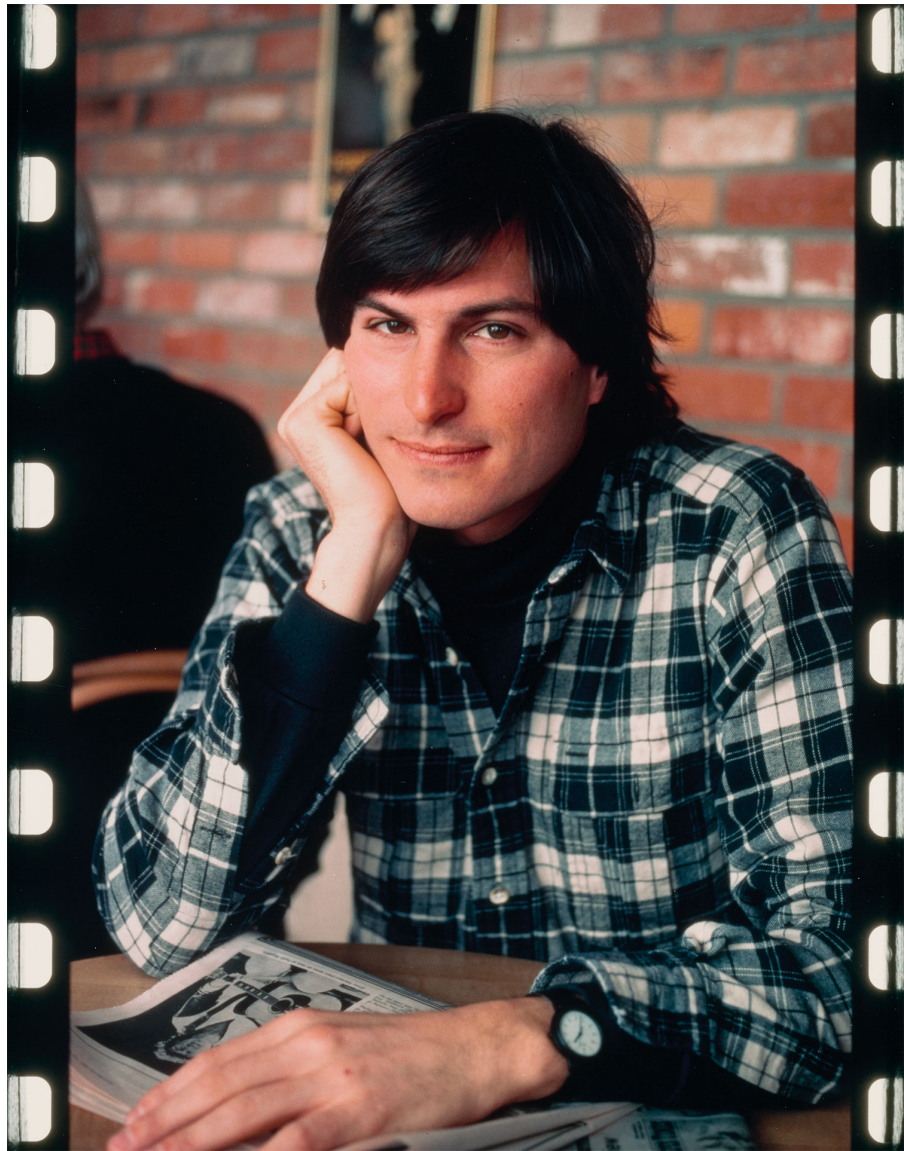
Our strategy in the early days of Pixar was: find a way to pay the bills. In the background, we were developing animation software, and John [Lasseter] was making the succession of short films on the way to *Toy Story*. But we were trying to pay the bills and just buy time. That strategy really turned out not to work. Probably if you look back in the rearview mirror, we would have been better off just funding the animation efforts and not trying to pay the bills through these other products, such as the Pixar Image Computer and software, but that was our best attempt to try to keep the company going. In the end, I just ended up writing checks to keep the company going—and that basically went on for ten years. ∞

我们在 Pixar 创立初期的策略是：找到一种赚钱的方式。在幕后，我们正在开发动画软件，而 John [Lasseter] 正在制作一系列短片，为《玩具总动员》做准备。但我们试图支付账单，只是在争取时间。这种策略实际上并没有奏效。如果回顾过去，我们最好只是资助动画制作，而不是试图通过其他产品（如 Pixar 影像计算机和软件）来支付账单，但那是我们尽力让公司继续运营的最佳尝试。最终，我只能写支票来维持公司运营——这基本上持续了十年。∞<

You could see there was magic in [a Pixar animated short film], right from the beginning. With the rest of Pixar's technology, you had to be an expert to understand it. [... But] you didn't have to know anything about the technology to enjoy the film. It was incredibly refreshing and really pointed the way to where we wanted to go. We didn't want to have to convince people that our technology was great—we knew it was great. We wanted to use our technology to make something where nobody needed to know anything about the technology to love it. And that's what we ended up doing.

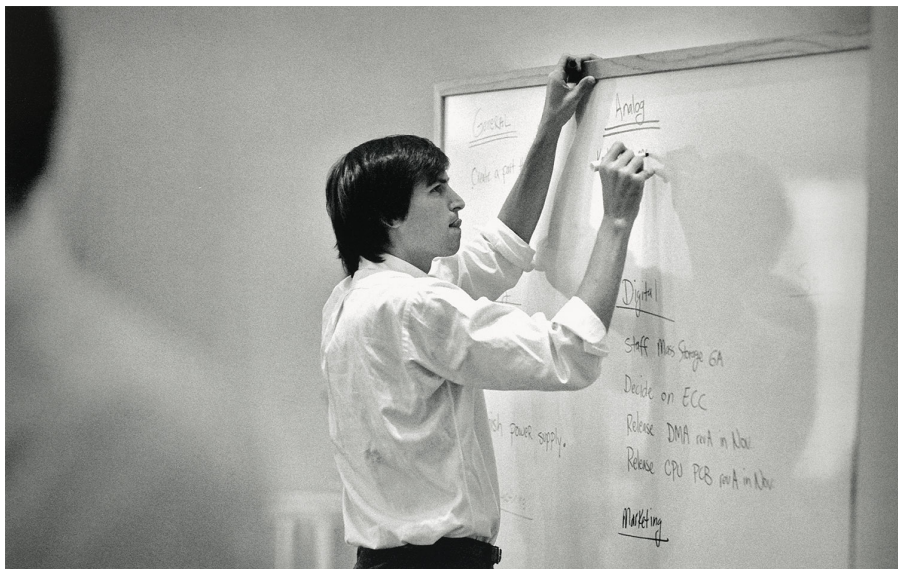
你可以从一部皮克斯动画短片中看到其中蕴含的魔力，从一开始就能感受到。在皮克斯的其他技术中，你必须是专家才能理解它。但是，你不需要了解任何技术就能享受这部电影。这非常令人耳目一新，真正指引了我们想要走的方向。我们不想说服人们我们的技术有多么出色——

我们知道它很出色。我们想利用我们的技术创造出一些无需了解技术就能喜爱的东西。而这正是我们最终所做的。



Shortly before becoming the majority shareholder of Pixar.

在成为Pixar的大股东之前不久。



NeXT planned to capture the education market.

NeXT计划占领教育市场。

N E X T M E M O

17 March 1986

Our company is founded on the principal that a few good people can produce a tremendous product if they are not fettered by:

- a) having to convince a larger organization of what they know is right, and
- b) if they can devote their personal time to designing, marketing or what have you, rather than managing others to do these tasks less well.

To stay true to this principal, I propose the following two ideas:

- 1) We all need time for *uninterrupted* individual work. Meetings (vendors, interviews, ...) are eating into our individual time, and the productivity of our engineers is suffering. I propose we set aside every Thursday as a day with no meetings of any kind. Thursday is *our* day, a day when we metaphorically lock the doors to the outside world and quietly work individually.
- 2) In revising our headcount requirements (and subsequently budgets) downwards, I encourage you to remember that there is a very subtle line, which, when crossed in increased headcount, causes you to be a manager instead of a contributor/team leader. I believe that if we turn ourselves into managers instead of "do-ers", both our schedule and the "greatness" of our product will suffer. Let's not let this happen! It is better to have fewer people, even if it means doing less. Let's build our company slowly and carefully.

Let's discuss these two ideas at our Staff meeting tomorrow. Thanks.

SJ

NeXT's ban on Thursday meetings was short-lived.

NeXT对周四会议的禁令很快就被解除了。



Reviewing a Styrofoam model of the NeXT machine, 1987.

审查1987年NeXT机器的聚苯乙烯模型。



Taking a break at a NeXT company picnic in Menlo Park.

在门洛帕克的NeXT公司野餐中休息。

Email to NeXT Employees

给 **NeXT** 员工的电子邮件

“Pixar led the way!”

皮克斯引领了道路！

From: Steve Jobs

来自：史蒂夫·乔布斯

To: NeXT

致：NeXT

Subject: A great day and a half

主题：美好的一天半

Date: March 30, 1989, 8:08 p.m.

日期：1989年3月30日，晚上8:08。

Well, we did it again. Congrats to all for a real TEAM effort. And, Pixar did it too.

我们又做到了。祝贺所有人的团队合作。皮克斯也做到了。

For those of you who didn't see the Academy Awards last night, Pixar won an award in the category of short animated films: for their computer generated film Tin Toy

对于那些昨晚没有看到奥斯卡颁奖典礼的人来说，皮克斯赢得了短篇动画电影类别的奖项：他们的计算机生成电影《铁皮玩具》。

Tin Toy is the first computer generated film to ever win an award, and was competing against several very good traditionally animated (non-computer-animated) films!

《锡制玩具》是第一部获奖的计算机生成电影，它与几部非计算机动画的优秀传统动画电影竞争！

The computer graphics industry just achieved a major milestone, and Pixar led the way!

计算机图形行业刚刚取得了一个重要的里程碑，皮克斯带头！

Speech at Reed College

里德学院演讲

“Character is built not in good times, but in bad times.”

性格不是在好时光中建立的，而是在坏时光中建立的。

When Steve welcomed the incoming class of freshmen at his alma mater, Reed College, on August 27, 1991, NeXT computers were not selling well and Pixar had just had a round of layoffs.

当史蒂夫于1991年8月27日在他的母校里德学院欢迎新生时，NeXT计算机销售不佳，皮克斯刚刚进行了一轮裁员。

Thank you very much for this. It means a lot to me. I'm a peculiar Reed alumnus, as many of you know. I never graduated from Reed—although that doesn't make me that unusual, I suppose.

非常感谢您。这对我意义重大。我是一个特殊的里德学院校友，正如你们中的许多人所知道的那样。我从未从里德毕业——虽然我想这并不那么不寻常。

But maybe more unusual: I ran out of money after one semester here at Reed, so I dropped out. But then I dropped in for another year and a half. So, I was actually here by choice, which is somewhat more unusual. And I had some experiences here—that I'm sure many of you will have as freshmen and throughout your years here—that have stayed with me my whole life. I was thinking of some of them to recount to you.

但也许更不寻常的是：我在里德学院读了一个学期后就没钱了，所以我退学了。但后来我又回来读了一年半。所以，我实际上是自愿来到这里的，这有点不寻常。我在这里有一些经历——我相信你们中的许多人作为大一新生和在这里度过的岁月中也会有这样的经历——这些经历一直伴随着我一生。我正在考虑向你们叙述其中的一些。

Remember that I'm much older than you now. I've always thought that people's spark of self-consciousness turns on at about fifteen or sixteen. So if we normalize age to fifteen or sixteen, then most of you are two or three or four years old here, as freshmen. I'm about twenty. So that maybe puts in perspective what it's like to return to Reed after so many years. But a few things stick in my mind that I wanted to pass on that maybe could be of some value. The first was that, as you will be shortly, I was forced to go to humanities lectures

—it seemed like every day. I studied Shakespeare with Professor Svitavsky. And at the time, I thought these were meaningless and even somewhat cruel endeavors to be put through. I can assure you that as the patina of time takes its toll, I thank God that I had these experiences here. It has helped me in everything I've ever done, although I wouldn't have ever guessed it at the time.

记住，我现在比你大得多。我一直认为人的自我意识的火花在十五或十六岁左右开始。所以如果我们将年龄标准化为十五或十六岁，那么你们大多数人在这里是两三或四岁的新生。我大约二十岁。所以这可能让你们更好地理解我多年后回到里德学院的感受。但我想分享几件事情，也许对你们有些价值。首先，就像你们即将面临的那样，我被迫参加人文讲座——似乎每天都有。我和Svitavsky教授一起学习莎士比亚。当时，我认为这些是毫无意义甚至有些残酷的经历。但我可以向你们保证，随着时间的推移，我感谢上帝我在这里有这些经历。这帮助了我做的每一件事情，尽管当时我永远不会想到这一点。

The second experience that I remember from Reed is being hungry. All the time. The cafeteria here taught me quickly to be a vegetarian. I didn't have so much money, so I would gather up Coke bottles and take them up to the store to find out how to eat. I discovered the cheapest way to eat was Roman Meal. Have you ever heard of this? It's cereal. It was invented by a Harvard professor who was a history professor who one day wondered what the Roman legion took with them to eat as they conquered and pillaged these villages, and he found out through his research that it's Roman Meal. And you can buy it at the local store, and it's the cheapest way to live. So I lived for many months on Roman Meal.

我在里德学院记得的第二个经历是饥饿。一直都很饿。这里的自助餐厅迫使我很快成为了素食主义者。我没有那么多钱，所以我会收集可乐瓶，然后拿到商店里去找吃的。我发现最便宜的吃法是罗马麦片。你听说过吗？它是一种麦片。它是由一位哈佛大学历史教授发明的，他有一天想知道罗马军团在征服和掠夺这些村庄时带了什么食物，通过他的研究，他发现了罗马麦片。你可以在当地商店买到它，这是最便宜的生活方式。所以我在罗马麦片上生活了很多个月。

But also, several of us, after not eating for a few days, would hitchhike across town to the Hare Krishna temple on Sundays, where they would feed all comers. Through practice, we discovered just the right moment to arrive—after their particular religious practices and right before the food. And not having eaten for days, we would eat a lot, and on several occasions stay over, because we were not able to move.

但是，我们中的几个人在几天没有吃东西后，会在周日搭便车到哈雷

克里希纳庙宇，那里会为所有人提供食物。通过实践，我们发现了到达的最佳时机——在他们特定的宗教仪式之后，食物之前。由于几天没有吃东西，我们会吃很多，有几次还会留宿，因为我们无法移动。

The following morning, they would wake us up at four o'clock in the morning because it was their time to go gather flowers for their temple to honor Krishna. So they would take us with them, predawn, out into the neighborhood—where they would proceed to steal flowers from the neighbors. And the neighbors that lived close to the Hare Krishna temple soon were wise to their pillage and would get up early in the morning and guard their flower beds. And so they would have to go in an ever-wider circumference around their temple. In spending a little time with these people, I noticed some of their other behaviors. They used to sell incense to the local department stores and then go steal it back, so that the department stores would buy more, and they would have a thriving business. And their ethics told them that this was fine, that anything in the service of Krishna was fine. In interacting with them, I think I learned more about situational ethics than I ever did on campus.

第二天早上，他们会在早上四点叫醒我们，因为这是他们去采集花朵供奉克里希纳的时间。所以他们会带着我们，在黎明前出去到附近——他们会从邻居那里偷花。住在哈雷克里希纳寺庙附近的邻居很快就会发现他们的掠夺行为，并在早上早早起床看守自己的花坛。因此，他们不得不在寺庙周围越来越广阔的范围内采花。在与这些人相处一段时间后，我注意到了他们的其他行为。他们曾经向当地百货商店销售香，然后再去偷回来，这样百货商店就会购买更多，他们的生意就会兴旺起来。他们的道德告诉他们，这是可以的，任何为克里希纳服务的事情都是可以的。与他们互动时，我觉得我学到了比在校园里学到的情境伦理更多的东西。

The last experience I wanted to recount for you: there is a man—I think he's here today—named Jack Dudman, who used to be the dean of the school. He was one of the heroes of my life while I was here, because Jack Dudman looked the other way when I was staying on campus without paying. He looked the other way when I was taking classes without being a formal student and paying the tuition. And oftentimes, when I was at the end of my rope, Jack would go for a walk with me, and I would discover a twenty-dollar bill in my tattered coat pocket after that walk, with no mention of it from Jack before, during, or after.

我想给你讲述的最后一次经历是：有一个人，我想他今天在这里，名叫杰克·达德曼（Jack Dudman），曾经是这所学校的院长。当我在校园里逗留而没有支付费用时，他是我生命中的英雄之一，因为杰克·达德曼睁一只眼闭一只眼。当我没有成为正式学生并支付学费时，他也睁一只

眼闭一只眼。而且，当我走投无路时，杰克会和我一起散步，然后我会在那次散步后在我的破旧外套口袋里发现一张20美元的钞票，而杰克在散步前、中、后都没有提到过。

I learned more about generosity from Jack Dudman and the people here at this school than I learned anywhere else in my life. So I wanted to thank this community, because the things I learned here stayed with me. Character is built not in good times, but in bad times; not in a time of plenty, but in a time of adversity—and this school seems to manage to nurture that spirit of adversity, and I think does build some character. So I thank you for teaching me how to be hungry and how to keep that with me my whole life.

我从杰克·达德曼和这所学校的人们身上学到了更多的慷慨精神，比我在生命中任何其他地方学到的都要多。因此，我想感谢这个社区，因为我在这里学到的东西一直伴随着我。性格不是在好时光中建立的，而是在困难时期建立的；不是在丰盛时期建立的，而是在逆境中建立的——这所学校似乎能够培养这种逆境精神，我认为确实建立了一些性格。因此，我感谢你们教会我如何保持饥饿并将其贯穿我整个人生。

Thank you very much.

非常感谢。

P  X A R

Steve,

President-

Clinton

is holding

PIXAR ANIMATION STUDIOS
1001 WEST CUTTING, RICHMOND, CALIFORNIA 94804
TEL 510 236-4000 FAX 510 236-0388

Steve sometimes exchanged calls with President Bill Clinton.

史蒂夫有时会与比尔·克林顿总统通电话。



In 1995, the year Toy Story was released and Pixar had its IPO.

1995年，电影《玩具总动员》上映并且皮克斯公司进行了首次公开募股。



In 1995, around the time of the Pixar-Disney deal renegotiation.

1995年，大约在Pixar-Disney交易重新谈判的时间。

Email Exchange Between Steve, Intel CEO Andy Grove, and an Intel Engineer

史蒂夫、英特尔CEO安迪·格鲁夫和一名英特尔工程师之间的电子邮件交流

“I have changed my position 180 degrees.”

我已经改变了我的立场180度。

As Pixar became a leader in graphics, Steve and his mentor, Intel CEO Andy Grove, discussed how Intel might learn from Pixar. When an Intel engineer tried to follow up, Steve resisted.

随着皮克斯成为图形领域的领导者，史蒂夫和他的导师、英特尔首席执行官安迪·格鲁夫讨论了英特尔如何从皮克斯学习。当一名英特尔工程师试图跟进时，史蒂夫表示反对。

From: [Engineer 1 at Intel]

来自：[英特尔的工程师1]

To: Steve Jobs

致：史蒂夫·乔布斯

Cc: Andy Grove

抄送：安迪·格鲁夫

Subject: Pixar-3D graphics

主题：皮克斯-3D图形

Date: September 22, 1995, 2:04 p.m.

日期：1995年9月22日，下午2:04。

Steve,

史蒂夫，

Andy asked me to look into what we should do in dramatically improving the Intel architecture platform's 3D graphics performance. He indicated that you and key people at Pixar like Ed Catmull have lots of good ideas on what we should do in this area. I actually contacted Ed several months ago but he was real busy and cannot

commit to meeting until after Sept. As you know, I am in charge of microprocessors at Intel.

安迪要求我调查我们应该如何大幅提高英特尔架构平台的3D图形性能。他表示，你和皮克斯的关键人物，如埃德·卡特穆尔，对我们在这个领域应该做些什么有很多好的想法。我几个月前实际上联系了埃德，但他很忙，直到九月之后才能安排会面。正如你所知，我负责英特尔的微处理器。

I have located several key Intel 3D experts. One of them, [Engineer 2], came from Sun over a year ago. I would like to have a meeting (at Next, Intel or Pixar) with you, Catmull, and others with me and our graphics experts to discuss your ideas and map out what our action plans are. I am in Tokyo next week but will be back in my office on Monday Oct. 2. I will ask my admin to contact your office to set that meeting up.

我已经找到了几位关键的英特尔3D专家。其中之一，[工程师2]，在一年前来自Sun。我想与您、Catmull和其他人在Next、Intel或Pixar举行会议，与我们的图形专家讨论您的想法并制定我们的行动计划。我下周在东京，但将于10月2日星期一回到办公室。我会让我的管理员联系您的办公室安排会议。

Thanks.

谢谢。

[Engineer 1]

[工程师1]

From: Steve Jobs

来自：史蒂夫·乔布斯

To: [Engineer 1]

致：[工程师1]

Subject: Pixar-3D graphics

主题：皮克斯-3D图形

Date: September 23, 1995, 7:11 p.m.

日期：1995年9月23日，晚上7:11。

[Engineer 1],

[工程师1]

Pixar does indeed possess the knowledge to enable Intel's processors to render 3D graphics at much high performance and quality. These "secrets" could definitely make their way into future Intel general purpose processor hardware.

Pixar确实拥有知识，可以使英特尔的处理器以更高的性能和质量渲染3D图形。这些“秘密”肯定会进入未来英特尔通用处理器硬件中。

We believe this single capability is the key for Intel to dramatically enlarge the PCs market share in the consumer market – by significantly surpassing the dedicated gaming machines (Sega, Nintendo, Playstation, etc) graphics capabilities.

我们相信这种单一的能力是英特尔在消费市场上大幅扩大个人电脑市场份额的关键 - 通过显著超越专用游戏机（世嘉，任天堂，Playstation等）的图形能力。

Pixar's secrets were invented through significant investment over ten years or more, and we value them highly. Even without the secrets implemented in the processor, Pixar can gain significant competitive advantage and differentiation through implementing them in software. By disclosing the "correct" way to do high quality, high performance graphics, Pixar will lose much of this to any and all competitors, with no work on their part. Hence, the need for compensation.

皮克斯的秘密是通过十年或更长时间的重大投资而发明的，我们非常重视它们。即使没有在处理器中实现这些秘密，皮克斯也可以通过在软件中实现它们获得显著的竞争优势和差异化。通过披露高质量、高性能图形的“正确”方法，皮克斯将失去这些优势，而所有竞争对手都可以轻松获得。因此，需要进行补偿。

What does Intel propose to give Pixar for disclosing and licensing its secrets to Intel?

英特尔向皮克斯提出了什么样的提议，以便向英特尔披露和许可其机密？

Steve

史蒂夫

From: [Engineer 1]

来自：[工程师1]

To: Steve Jobs

致：史蒂夫·乔布斯

Cc: Andy Grove

抄送：安迪·格鲁夫

Subject: Re: Pixar-3D graphics

主题：回复：Pixar-3D图形

Date: September 25, 1995, 11:22 a.m.

日期：1995年9月25日，上午11:22。

Steve,

史蒂夫，

We would very much like to have our meeting, but I will put that on hold based on your input. We talked to many key people on ideas to improve the microprocessor capability with the aim that this will benefit the whole industry, and everyone will benefit. We have not entered into any financial arrangement in exchange for good ideas for our microprocessors in the past and have no intention for the future.

我们非常希望举行会议，但我会根据您的意见暂停。我们与许多关键人物交谈，以改进微处理器能力为目标，这将使整个行业受益，每个人都会受益。我们过去没有为我们的微处理器的好想法进入任何金融安排，未来也没有这样的意图。

[Engineer 1]

[工程师1]

From: Steve Jobs

来自：史蒂夫·乔布斯

To: [Engineer 1]

致：[工程师1]

Cc: Andy Grove

抄送：安迪·格鲁夫

Subject: Re: Pixar-3D graphics

主题：回复：Pixar-3D图形

Date: September 25, 1995, 5:29 p.m.

日期：1995年9月25日，下午5:29。

This approach has not served you well in the past, as evidenced by your poor graphics architectures and performance. Maybe you should think of changing it for the future...

这种方法在过去并没有为您服务得很好，这可以从您的糟糕的图形架构和性能中看出。也许您应该考虑改变它以应对未来...

Steve

史蒂夫

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Andy Grove

致：安迪·格鲁夫

Subject: Re: Pixar-3D graphics

主题：回复：Pixar-3D图形

Date: September 25, 1995, 10:27 p.m.

日期：1995年9月25日，晚上10:27。

Andy,

安迪，

Maybe it's just me, but I find [Engineer 1]'s approach extremely arrogant, given Intel's (his?) dismal showing in understanding computer graphics architectural issues in the past...

也许只是我个人的看法，但考虑到英特尔（他的？）在过去理解计算机图形架构问题方面表现不佳，我认为[工程师1]的方法极其傲慢。

If I were going to make hundreds of millions of something, I sure as hell would be willing to pay for the best advice money could buy... Any[way], this isn't a sales pitch; I just wanted you to know what I thought, as always.

如果我要制造数亿个东西，我肯定愿意花钱买最好的建议... 无论如何，这不是销售宣传；我只是想让你知道我一直以来的想法。

Best,

最好的，

Steve

史蒂夫

From: Andy Grove

来自：安迪·格鲁夫

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Re[2]: Pixar-3D graphics

主题：回复[2]：Pixar-3D图形

Date: September 26, 1995, 3:12 p.m.

日期：1995年9月26日，下午3:12。

Steve,

史蒂夫，

I am firmly on [Engineer 1]'s side on this one. He is taking your offer to help us very seriously, rounded up the best technical people and was ready to go when you introduced a brand new element into the discussion: money.

我在这件事上坚定地站在[工程师1]的一边。他非常认真地接受了你的帮助提议，找到了最优秀的技术人员，并准备好开始工作，但当你在讨论中引入了全新的因素——金钱时，他就感到困惑了。

You and I have talked many times about this subject; you never suggested or hinted at this being a commercial exchange. I took your offer to help us exactly as that: help, not an offer of a commercial relationship.

你和我已经多次谈论过这个话题；你从未暗示或建议这是一种商业交易。我把你的帮助我们的提议理解为帮助，而不是商业关系的提议。

You may remember, that from time to time I offered suggestions that pertained to your business. Examples range from porting NextStep to the 486 - - which was in our interest too - - to my presentation to your staff on repositioning NextStep beyond that. I am not suggesting that these are comparable in value to your expertise in graphics, but I gave what I had, put some thought into the problem I saw you were facing - - and it never entered my mind to charge for it. In my view, that's what friendly companies (and friends) do for each other. In the long run, these things balance out.

您可能还记得，我不时提出与您的业务相关的建议。例如，将NextStep移植到486平台——这也符合我们的利益——以及我向您的员工介绍如何重新定位NextStep。我并不是在暗示这些建议与您在图形方面的专业知识相比具有同等价值，但我尽力为我看到您面临的问题考虑，从未想过要收费。在我看来，这就是友好的公司（和朋友）为彼此做的事情。从长远来看，这些事情会得到平衡。

I am sorry you don't feel that way. We will be worse off as a result, and so will the industry.

很抱歉你有这种感觉。由此我们将变得更糟，行业也将如此。

Regards,

问候，

a 一个

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Andy Grove

致：安迪·格鲁夫

Subject: Re[2]: Pixar-3D graphics

主题：回复[2]：Pixar-3D图形

Date: October 1, 1995, 3:50 p.m.

日期：1995年10月1日，下午3:50。

Andy,

安迪，

I have many faults, but one of them is not ingratitude. And, I do agree with you that “In the long run, these things balance out.”

我有很多缺点，但其中之一不是忘恩负义。而且，我同意你的观点：“从长远来看，这些事情会平衡。”

Therefore, I have changed my position 180 degrees - - we will freely help [Engineer 1] make his processors much better for 3D graphics. Please ask [Engineer 1] to call me, and we will arrange for a meeting as soon as the appropriate Pixar technical folks can be freed up from the film.

因此，我已经改变了我的立场——我们将自由地帮助[工程师1]使他的处理器在3D图形方面更加出色。请让[工程师1]给我打电话，我们将安排一次会议，尽快让Pixar的技术人员从电影中解放出来。

Thanks for the clearer perspective.

感谢您提供更清晰的视角。

Steve

史蒂夫

Email to Pixar Employees

给皮克斯员工的电子邮件

“To \$175M and beyond!”

“向着1.75亿美元及更远的目标前进！”

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Pixar

致：皮克斯

Subject: Toy Story Crosses \$150M !!

主题：《玩具总动员》票房突破1.5亿美元！

Date: January 2, 1996, 9:30 a.m.

日期：1996年1月2日，上午9:30。

Yesterday Toy Story crossed \$150M in domestic box office receipts -- only 13 days after crossing \$100M !!

昨天，《玩具总动员》在国内票房收入突破了1.5亿美元，而且仅仅在突破1亿美元后的13天内就实现了这一成绩！！

Toy Story was the undisputed blockbuster of the holiday season, topping all other films including Jumanji, Father of the Bride II, Waiting to Exhale and, of course, Balto. Toy Story may even surpass the current 1995 box office leaders, Batman Forever (\$184M) and Apollo 13 (\$172M), and become the most successful film of 1995.

《玩具总动员》是假日季节中无可争议的票房大片，超过了所有其他电影，包括《勇敢者游戏》、《新娘爸爸2》、《等待呼吸》和当然还有《巴尔托》。《玩具总动员》甚至可能超过当前1995年的票房领袖《蝙蝠侠》（1.84亿美元）和《阿波罗13》（1.72亿美元），成为1995年最成功的电影。

Toy Story has already become the third most successful animated feature film of all time, topping all of Disney's classics except “Aladdin” (\$217M) and “The Lion King” (\$312M).

《玩具总动员》已成为有史以来第三部最成功的动画电影，超过了迪士尼的所有经典作品，除了《阿拉丁》（2.17亿美元）和《狮子王》（3.12亿美元）。

To \$175M and beyond!

到1.75亿美元及以上！

Congratulations team,

恭喜团队，

Steve

史蒂夫

Interview with Terry Gross

特里·格罗斯的采访

“One of the things I always tried to coach myself on was not being afraid to fail.”

我一直试图教练自己的一件事就是不要害怕失败。

In 1996, Steve and the Fresh Air radio host Terry Gross looked back on his time at Apple and ahead to the future of the computer industry. They spoke shortly after Pixar's release of Toy Story and its successful initial public offering. NeXT, meanwhile, continued to struggle.

1996年，史蒂夫和《清新空气》电台主持人特里·格罗斯回顾了他在苹果的时光，并展望了计算机行业的未来。他们在皮克斯推出《玩具总动员》并成功上市后不久进行了对话。与此同时，NeXT仍在苦苦挣扎。

Terry Gross: How do you think that the web might change in the near future with the help of the type of software that you are producing now?

特里·格罗斯：您认为在您现在正在开发的软件的帮助下，网络在不久的将来会如何变化？

Steve Jobs: I think most large companies and medium-size companies (and even small companies) are starting to look at the web as the ultimate direct-to-customer distribution chain, bypassing all middlemen, going directly from the supplier to the consumer. That's a pretty powerful concept when you think about it. One of the things that I love is that a very small company, if they invest a lot in their website, can look just as formidable and just as solid on the web as a very large company can. As a matter of fact, some of the smaller companies are more hip on the web, getting more hip to the web sooner, and so they actually look better than some of the large companies do right now. It's going to be this very leveling phenomenon, but I think a tremendous amount of goods and services is going to be sold, or at least the demand created for such things, over the web.

史蒂夫·乔布斯：我认为大多数大公司、中型公司（甚至小公司）都开始将网络视为最终的直接面向客户的分销渠道，绕过所有中间商，直接从供应商到消费者。当你想到这个概念时，这是一个非常强大的概念。我

喜欢的其中一件事情是，一个非常小的公司，如果他们在他们的网站上投资了很多，可以在网上看起来和一个非常大的公司一样强大和稳固。事实上，一些较小的公司更加时尚，更早期地了解网络，所以他们实际上看起来比一些大公司更好。这将会是一个非常平衡的现象，但我认为将会有大量的商品和服务被销售，或者至少在网络上创造这样的需求。

TG: What else do you see in the near future for the web, besides the ability to shop in a more kind of complete way through the web?

TG：除了通过网络以更完整的方式购物之外，您在不久的将来还看到网络上会出现什么其他的东西？

SJ: It's not just shopping for goods and services. It's shopping for information. I mean, you're going to find out ... Already, when I want to find out the movies that are playing around Silicon Valley, I just go up on the local web page and check it out. It's a lot faster than going through the newspaper, and a lot faster than calling the theaters, et cetera. More and more, we're shopping for information on the web. I just recently bought a Sony, one of the new Sony camcorders. I went on Sony's web page, and I found out all about the ones they offer and picked the one I wanted right from that web page before I even called the store to try to find it physically. The demand to get me to buy that thing was created from Sony's web page. I think we're going to see more and more of that. You're going to be buying information or finding information, and really making a lot of decisions about what you're going to do with your life, or what you're going to purchase, from the web.

SJ：这不仅仅是购买商品和服务，而是购买信息。我的意思是，你要找到...当我想知道硅谷周围正在放映的电影时，我只需上当地的网页查看。这比翻阅报纸和打电话给电影院要快得多。越来越多的人在网上购物信息。我最近刚买了一台新的Sony摄像机。我上了Sony的网页，了解了他们提供的所有摄像机的信息，并从网页上选择了我想要的那一款，甚至在打电话到商店试图找到它之前就已经决定了。让我购买那个东西的需求是由Sony的网页创建的。我认为我们会看到越来越多的这种情况。你将会在网上购买或找到信息，并根据这些信息做出很多关于你的生活或购买的决定。

TG: Is the whole idea of going to the store to buy software going to become obsolete, too? Do you think we'll be downloading our software from the web?

TG：去商店购买软件的整个想法也将过时吗？您认为我们将从网络上下载软件吗？

SJ: Of course. Yeah, there's no question about it. There's no question that that will happen, and I think it will happen in the next twenty-four months. There's some software right now that's still very large. The web on-ramps and off-ramps to corporations are now very fast, but the off-ramps to the consumers' homes are still not so fast. For buying large software, such as CD-ROM games and stuff, they'll still be distributed on physical media for a while, but when the off-ramps to the consumer get faster, possibly with cable modems in the near future, then that could possibly go fully electronic as well.

SJ: 当然。是的，毫无疑问。毫无疑问，这将会发生，我认为它将在接下来的二十四个月内发生。现在还有一些非常大的软件。企业的网络入口和出口现在非常快，但是连接到消费者家庭的出口还不够快。对于购买大型软件，例如CD-ROM游戏等，它们仍将在一段时间内通过实体媒体进行分发，但是当连接到消费者的出口变得更快时，可能会在不久的将来使用有线电视调制解调器，那么这也可能完全电子化。

TG: Tell me what else you see for the web beyond the world of retail.

TG: 告诉我，除了零售业，你还看到了哪些网络方面的发展。

SJ: There's a lot of things happening with the web right now, in terms of allowing people access to information that they would just never have before. What this does is, of course, it lets special-interest groups get together. I know people who have had, as an example, a stroke, and have gotten on the web and found that there are several web pages now devoted to information for stroke victims where they can learn about some of the latest treatments. They can learn about avoidance, the latest in avoidance advice, and things like that. Those things didn't exist before, as well. ∞

SJ: 现在网络上发生了很多事情，让人们可以获得以前无法获得的信息。当然，这会让特殊利益群体聚集在一起。我认识一些中风患者，他们上网后发现现在有几个网页专门为中风患者提供信息，他们可以了解一些最新的治疗方法。他们可以了解最新的预防建议等等。这些以前都不存在。

TG: Do you think that when you were ousted from Apple that people kind of wrote you off? I mean, here you are with these big successes now.

TG: 你认为当你被苹果开除时，人们有点对你失望了吗？我的意思是，现在你取得了这些巨大的成功。

SJ: Oh golly, I don't know. I'm sure that a lot of people did, and that was fine. It was a very painful time, as you might imagine.

SJ: 哦天哪，我不知道。我相信很多人都这样做了，那很好。正如你所想象的那样，那是一个非常痛苦的时期。

TG: What, to be forced out of the company you created?

TG：被迫离开你创建的公司？

SJ: Oh, of course. That was a very painful time, but you just march forward, and you try to learn from it. One of the things I always tried to coach myself on was not being afraid to fail. When you have something that doesn't work out, a lot of times, people's reaction is to get very protective about never wanting to fall on their face again. I think that's a big mistake, because you never achieve what you want without falling on your face a few times in the process of getting there. I've tried to not be afraid to fail, and, matter of fact, I've failed quite a bit since leaving Apple.

SJ：哦，当然。那是一个非常痛苦的时期，但你只能向前迈进，并尝试从中学习。我总是试图教练自己的一件事就是不要害怕失败。当你有一些事情不成功时，很多时候，人们的反应是变得非常保护，不再想再次失败。我认为这是一个很大的错误，因为你永远不会在实现目标的过程中不摔几次跤。我试图不害怕失败，事实上，自从离开苹果以来，我失败了很多次。

TG: Are you surprised at the problems Apple is having now, or did you see that coming?

TG：你对苹果现在遇到的问题感到惊讶，还是早有预料？

SJ: I try not to talk about Apple too much. What I will say is that the day I left Apple, we had a ten-year lead over Microsoft. In the technology business, a ten-year lead is really hard to come by. It happens, maybe a company has that once every few decades, whether it be Xerox or IBM with mainframes. Apple had that with the graphical user interface. The problem at Apple was that they stopped innovating. If you look at the Mac that ships today, it's 25 percent different than the day I left, and that's not enough for ten years and billions of dollars in R&D.

SJ：我尽量不谈论苹果。我要说的是，我离开苹果的那一天，我们领先微软十年。在技术业务中，十年的领先地位真的很难获得。这种情况可

能会发生，也许一家公司每隔几十年就会有一次，无论是施乐还是IBM的大型机。苹果在图形用户界面方面拥有这种领先地位。苹果的问题在于他们停止了创新。如果你看看今天发货的Mac，它与我离开的那一天相比，只有25%的差异，这对于十年和数十亿美元的研发来说是不够的。

It wasn't that Microsoft was so brilliant or clever in copying the Mac. It's that the Mac was a sitting duck for ten years. That's Apple's problem, is that their differentiation evaporated. Unlike Compaq, or others who play in the Intel-Microsoft standard space, where they only ... Compaq only has to be 5 percent better than its competitors for everyone to want to buy their computers.

微软并不是在抄袭 Mac 时如此聪明或机智，而是 Mac 在十年间一直是个容易被攻击的目标。这是苹果的问题，他们的差异化消失了。与康柏或其他在英特尔-微软标准领域中运作的公司不同，康柏只需要比竞争对手好5%就能让所有人都想购买他们的电脑。

Apple has to be 50 percent or 100 percent better, because when you buy something that is out of the mainstream a little bit, you take a risk, and you want a much bigger reward for taking that risk. [...] That differentiation has not completely evaporated, but for the most part it has. That's the predicament Apple's in now. That's why cost-cutting and other things at Apple are not going to be the cure. The cure for Apple is to innovate its way out of its current predicament. There's a lot of good people left at Apple that are capable of doing that with the proper leadership, which is what's been missing.

苹果必须要比现在好50%或100%，因为当你购买一些略微不同寻常的东西时，你会承担一定的风险，而你希望得到更大的回报。这种差异化并没有完全消失，但大部分已经消失了。这就是苹果现在所面临的困境。这就是为什么在苹果进行成本削减和其他措施都不会是解决之道。苹果的解决之道是通过创新摆脱当前的困境。苹果还有很多优秀的人才，只要有正确的领导，他们就能够做到这一点，而这正是苹果所缺少的。

TG: Some Mac users are afraid that the Mac operating system is in danger of becoming obsolete in the way that Beta video became obsolete because it was outdone by VHS. What do you think?

TG：一些Mac用户担心Mac操作系统会变得过时，就像Beta视频因被VHS取代而过时一样。你怎么看？

SJ: I think with the appropriate leadership at Apple, that's not going to happen, but I think we have to wait and see.

SJ：我认为在苹果有适当的领导下，这不会发生，但我认为我们必须等待并观察。

TG: Do you care? How still involved, invested, do you feel in the future of Apple, the company you co-created?

TG：你在意吗？你对苹果的未来，这个你共同创立的公司，还有多少投入和参与感？

SJ: I'm happy every time a Mac gets shipped. I still have people sending me emails, telling me how much they love their Macs. It's sort of ... how do you explain it? It's like the first person you were ever in love with. You know? It's like your first love, and there will never be another one like it. In my case, we were together for ten years, and that's a long time. But if you move on in your life, you can't always stay in love with your first girlfriend. Right? ✕

SJ：每次Mac被运送出去，我都感到很高兴。我仍然有人给我发电子邮件，告诉我他们有多喜欢他们的Mac。这有点像.....你怎么解释呢？就像你和第一个爱人一样。你知道吗？就像你的初恋一样，再也没有第二个了。在我的情况下，我们在一起十年，那是很长的时间。但是如果你在生活中继续前进，你不能总是爱着你的第一个女朋友。对吧？✕

TG: What do you think the state of the computer would be if it weren't for Apple? This is a chance, I guess, for a really self-serving answer. But, I mean, I'm really curious what you think.

TG：如果没有苹果，你认为计算机的状态会是什么样子？我猜这是一个非常自私的回答的机会。但是，我的意思是，我真的很想知道你的想法。

SJ: I usually believe that if one group of people didn't do something, within a certain number of years, the times would produce another group of people that would accomplish similar things. We happened to be at the right place, at exactly the right time, with the right group of people. We did some wonderful work. I'm extraordinarily proud of the work that the team at Apple did when I was there. I think that, personally, our major contribution was a little different than some people might think. I think our major contribution was in bringing a liberal arts point of view to the use of computers.

SJ：我通常相信，如果一群人在一定数量的年份内没有做某件事情，那么时代会产生另一群人来完成类似的事情。我们碰巧在恰当的时间、恰当的地点，与正确的人组成了团队。我们做了一些了不起的工作。我为

我在苹果公司时团队所做的工作感到非常自豪。我认为，我们的主要贡献与一些人想象的有所不同。我认为我们的主要贡献在于将人文艺术的观点引入到计算机的使用中。

TG: Yeah, explain what you mean by that.

TG：是的，请解释一下你的意思。

SJ: What I mean by that is that if you really look at the ease of use of the Macintosh, the driving motivation behind that was to bring—not only ease of use to people so that many, many more people could use computers for nontraditional things at that time—but it was to bring beautiful fonts and typography to people. It was to bring graphics to people, not for plotting laminar flow calculations, but so that they could see beautiful photographs, or pictures, or artwork, et cetera, to help them communicate what they were doing, potentially. Our goal was to bring a liberal arts perspective and a liberal arts audience to what had traditionally been a very geeky technology and a very geeky audience.

SJ：我的意思是，如果你真正看一下Macintosh的易用性，驱动它的动力是为了让更多的人能够使用计算机进行非传统的事情，而不仅仅是为了让人们更容易使用计算机。同时，它也是为了让人们看到美丽的字体和排版。它是为了让人们看到图形，不是为了绘制层流计算，而是为了让人们看到美丽的照片、图片或艺术品等，以帮助他们传达他们所做的事情。我们的目标是为传统上非常极客的技术和极客的受众带来一个文科的视角和文科的受众。

TG: What made you think that that more liberal arts direction was the direction to head in?

TG：是什么让你认为更加自由的艺术方向是前进的方向？

SJ: Because in my perspective, and the way I was raised, was that science and computer science is a liberal art. It's something that everyone should know how to use, at least, and harness in their life. It's not something that should be relegated to 5 percent of the population over in the corner. It's something that everybody should be exposed to, everyone should have a mastery of, to some extent, and that's how we viewed computation, or these computation devices.

SJ：因为在我的观点和我所接受的教育中，科学和计算机科学是一种自由艺术。这是每个人都应该知道如何使用并在生活中利用的东西。它不

应该被归为角落里的5%人口的事物。每个人都应该接触到它，每个人都应该在某种程度上掌握它，这就是我们如何看待计算或这些计算设备的方式。

TG: And you think that concept really caught on in the whole industry, eventually?

TG：你认为这个概念最终在整个行业中真正流行起来了吗？

SJ: That's the seed of Apple: computers for the rest of us. I think the liberal arts point of view still lives at Apple. I'm not so sure that it lives that many other places. I mean, one of the reasons I think Microsoft took ten years to copy the Mac was because they didn't really get it at its core.

SJ: 这就是苹果的种子：为我们其他人提供的计算机。我认为自由艺术的观点仍然存在于苹果。我不确定它是否存在于其他许多地方。我的意思是，我认为微软花了十年时间来复制 Mac 的原因之一是因为他们没有真正理解它的核心。

TG: Do you think the PC, as we know it, is on the road of changing?

TG：你认为我们所知道的个人电脑正在改变的道路上吗？

SJ: That's a really big question. I think the PC as we know it is going to be around for quite some time, but the heart of the question is, are we entering a time window where we might see the first successful post-PC devices? Personal digital assistants, or PDAs, attempted to be that and failed.

SJ：这是一个非常大的问题。我认为我们所知道的个人电脑将会存在相当长的一段时间，但问题的核心是，我们是否正在进入一个时间窗口，在这个时间窗口中我们可能会看到第一个成功的后PC设备？个人数字助理或PDA试图成为这样的设备，但失败了。

The next attempt, I think, is going to be these very low-cost consumer internet appliances. Can somebody make a three-hundred-dollar box that hooks up to your television on one side and maybe hooks up to ISDN or a cable modem on the other side and allows you for, three hundred dollars, to have a web browser on your TV and to access the entire internet? I think that's entirely possible, and I think that we're going to see those devices soon, hopefully some innovative marketing and distribution techniques surrounding those devices so that a lot of people can all of a sudden have an internet browser in

their living room. I think that's going to be very exciting, and I think that could be the beginning of the first real post-PC market.

我认为下一步的尝试将是这些非常低成本的消费者互联网设备。有人能制造一个三百美元的盒子，一边连接电视，另一边连接ISDN或有线调制解调器，让你只需花费三百美元就能在电视上拥有一个Web浏览器并访问整个互联网吗？我认为这是完全可能的，我认为我们很快就会看到这些设备，希望有一些创新的营销和分销技巧围绕这些设备，这样很多人就可以突然在他们的客厅里拥有一个互联网浏览器。我认为这将非常令人兴奋，我认为这可能是第一个真正的后PC市场的开始。

TG: I know at Apple there was, at least early on, a very informal, non-corporate type of atmosphere. I wonder if there are any lessons you learned about what worked and didn't work in the corporate lifestyle at Apple that you've applied to your current companies, NeXT and Pixar.

TG: 我知道在苹果公司，至少在早期，有一种非常非正式、非企业化的氛围。我想知道你是否从苹果公司的企业生活方式中学到了哪些行之有效和不行之有效的教训，并将其应用到你现在的公司NeXT和Pixar中。

SJ: Well, I don't know what a corporate lifestyle is. I mean, Apple was a corporation; we were very conscious of that. We were very driven to make money so that we could continue to invest in the things we loved. I would say Apple was a corporate lifestyle, but it had a few very big differences to other corporate lifestyles that I'd seen. The first one was a real belief that there wasn't a hierarchy of ideas that mapped onto the hierarchy of the organization. In other words, great ideas could come from anywhere and that we better sort of treat people in a much more egalitarian sense, in terms of where the ideas came from.

SJ: 嗯，我不知道什么是企业生活方式。我的意思是，苹果是一家公司；我们非常清楚这一点。我们非常努力地赚钱，以便能够继续投资我们喜欢的事情。我会说苹果是一种企业生活方式，但它与我见过的其他企业生活方式有一些非常大的不同之处。第一个是真正相信没有一种思想层级与组织层级相对应。换句话说，伟大的想法可以来自任何地方，我们最好以更加平等的方式对待人们，就想法的来源而言。

And Apple was a very bottoms-up company when it came to a lot of its great ideas. And we hired truly great people and gave them the room to do great work. A lot of companies—I know it sounds crazy—but a lot of companies don't do that. They hire people to tell them what to do. We hired people to tell us what to do. We figured we're paying them all this money, their job is to figure out what to do and

tell us. And that led to a very different corporate culture, and one that's really much more collegial than hierarchical.

当涉及到很多伟大的想法时，苹果是一家非常自下而上的公司。我们聘请了真正优秀的人才，并给予他们充分的发挥空间。很多公司——我知道这听起来很疯狂——但很多公司并不这样做。他们聘请人来告诉他们该做什么。我们聘请人来告诉我们该做什么。我们认为我们支付了他们这么多的薪水，他们的工作就是找出该做什么并告诉我们。这导致了一种非常不同的企业文化，一种真正更加同事之间平等的文化。

TG: In spite of this kind of different approach to the corporate hierarchy, it was probably still a very high-stress place.

尽管采用了这种不同的企业等级制度，但这可能仍然是一个非常高压的地方。

SJ: Well, we were very young, and most of the folks were not married, and so they could work fifteen-hour days. You didn't have a typical situation where you worked so that you can support your life. Your work was your life, in many cases.

SJ: 嗯，我们当时都很年轻，大部分人都没有结婚，所以他们可以工作15个小时。你没有一个典型的情况，你工作是为了维持生活。在很多情况下，你的工作就是你的生活。

TG: Right. Do you feel you've changed from that? Is that still your life?

TG：好的。你觉得你已经改变了吗？那还是你的生活吗？

SJ: I feel it is still my life, but it's not all my life. It's less of a percentage, but I still don't really ... I've never been able to think of my work and my life as different things. They're the same thing. Where it used to be 99 percent of my life, it's maybe 50 percent of my life now.

SJ: 我感觉这仍然是我的生活，但不是全部的生活。它所占比例较少，但我仍然无法真正地将我的工作和生活视为不同的事物。它们是同一件事。以前它占据了我生活的99%，现在可能只占50%。

Email to NeXT Colleagues

给NeXT同事的电子邮件

“White House”

"白宫"

From: Steve Jobs

来自：史蒂夫·乔布斯

To: [NeXT Colleagues]

致：【NeXT 同事们】

Subject: White House

主题：白宫

Date: April 2, 1996, 4:17 p.m.

日期：1996年4月2日，下午4:17。

I am sending you this email from the White House !!

我正在从白宫给您发送这封电子邮件！！

Steve

史蒂夫



Steve's slide rule. He was born before the electronic calculator.

史蒂夫的滑尺。他出生在电子计算器之前。



1996: At his childhood home, where Apple was founded.

1996年：在他的童年家中，也是苹果公司的创始地。

know my arc will fall makes me want to blaze while I am in the sky. Not for others, but for myself, for the trail I know I am leaving.

Now, as you live your arc across the sky, you want to have as few regrets as possible. Remember, regrets are different from mistakes. **Mistakes are those things that you did, and wish you could do over again.** In some you were a fool (usually concerning women), in others you were scarred, in others you hurt someone else. Some mistakes are deep, others not. But if your intent was pure they are almost always enriching in some way. So Mistakes are things that you did and wish you could do over again. **Regrets are most often things you didn't do, and wish you did.** I still regret not kissing Nancy Kinniman in High School. Who knows what might have happened? Maybe she regrets it too...

Parents

may times guff between you + parents
used to think Age - awake @ 16 $18 = 2$ $not\ 18-41 = 2x$
 $41 = 39$ 25 $> 10x$

They tell you that you will love your kids
never mention that you will fall in love with them
- loves of your life
- every injury or setback parents feel 10x
- will always see you as 5-6-7

Steve's notes on his speech at Palo Alto High School.

史蒂夫在帕洛阿尔托高中演讲的笔记。

Speech at Palo Alto High School

“What you follow with your heart will indeed come back to make your life much richer.”

你用心追求的东西，最终会让你的生活变得更加丰富。

Steve spoke at the Palo Alto High School graduation in June 1996.

史蒂夫在1996年6月在帕洛阿尔托高中毕业典礼上发表了讲话。

I have been invited here today to address you as you leave high school, and in most cases your parents, too, to venture out into the world on your own. I am supposed to offer you some wisdom and advice that you may remember along your travels.

今天我受邀在你们离开高中，以及大多数情况下你们的父母，独自踏上世界旅程之际，向你们发表讲话。我应该向你们提供一些智慧和建议，希望你们在旅途中能够铭记。

I will address my remarks to you, the students, rather than to your parents. It is proper that I do so, being that the only wisdom I have comes from my advanced age; your parents are as old as I am, and much wiser, I am sure.

我将把我的话献给你们学生，而不是你们的父母。这样做是合适的，因为我所拥有的唯一智慧来自于我年迈的岁数；你们的父母和我一样老，而且更加聪明，我相信。

However, I am wiser than you, and maybe you will listen to me more than you listen to your parents. Some of your parents may not agree, or agree fully, with what I will say today. This is OK. I will simply be one of the first in your post-high-school life to fill your head with ideas that they disagree with. Wait until you get to college! But, in any event, if there is any discordance between what they have told you and what you hear from me today, rest assured that I am right.

然而，我比你更聪明，也许你会比听你父母的更听我的话。你的一些父母可能不同意或完全同意我今天要说的话。这没关系。我只是你高中毕业后生活中第一个向你灌输他们不同意的想法的人。等你上大学再说吧！但是，无论如何，如果他们告诉你的与我今天所说的不一致，请放心，我是正确的。

Be aware of the world's magical, mystical, and artistic sides. The most important things in life are not the goal-oriented, materialistic

things that everyone and everything tries to convince you to strive for. Most of you know that deep inside. Think back on this spring—the last three or four months—when you are winding down high school, know where you are going next year, and begin to really have strong intuitions about the world you will encounter. Maybe you see an image of yourself in Paris, sculpting in an artist's studio as the setting sun shines in the paned windows. Maybe you're in India, running a hospital for poor children, and you hear the distant clatter of the outdoor marketplace in the early morning. Maybe you see yourself in a recording studio laying down a track for your album. Maybe you see yourself alone in a rented room at 4:30 in the morning being the only person alive to understand a new law of physics you just figured out.

注意世界的神奇、神秘和艺术的一面。生命中最重要的事情不是那些目标导向、物质主义的东西，而是每个人和每件事都试图说服你去追求的东西。你们大多数人都知道这一点。回想一下这个春天——过去的三四个月——当你们即将结束高中，知道自己明年要去哪里，并开始对你们将遇到的世界有强烈的直觉。也许你看到自己在巴黎，站在有窗格窗户的艺术家工作室里雕刻，夕阳照耀着你。也许你在印度，经营一个为贫困儿童服务的医院，听到清晨户外市场的远处喧嚣声。也许你看到自己在录音室里为自己的专辑录制音轨。也许你看到自己独自一人在早上4:30租的房间里，是唯一一个理解你刚刚发现的新物理定律的人。

Whatever it may be, I bet many of you have had some of these intuitive feelings about what you could do with your lives. These feelings are very real, and if nurtured can blossom into something wonderful and magical. A good way to remember these kinds of intuitive feelings is to walk alone near sunset—and spend a lot of time looking at the sky in general. We are never taught to listen to our intuitions, to develop and nurture our intuitions. But if you do pay attention to these subtle insights, you can make them come true.

无论是什么，我敢打赌你们中的许多人都有过一些关于自己人生的直觉感受。这些感受非常真实，如果加以培养，可以开花结果，变得美妙而神奇。记住这些直觉感受的好方法是在日落时分独自散步，并花很多时间观察天空。我们从未被教导要听从自己的直觉，去发展和培养自己的直觉。但是，如果你确实关注这些微妙的洞察力，你可以使它们成为现实。

People will come at you with reasons why you shouldn't do these things:

人们会给你各种理由，告诉你为什么不应该做这些事情：

You can't make a living writing songs. (Right, just ask Bob Dylan.)

你不能靠写歌谋生。（没错，问问鲍勃·迪伦吧。）

Helping children in India is nice, but you need to prepare for real life. (Just ask Mother Teresa.)

帮助印度的孩子是好的，但你需要为现实生活做好准备。（只需问问特蕾莎修女。）

You could be doing so much more with your life. (You can hear Albert Einstein's parents encouraging him to get a real job, when he was working a low-level job in the Swiss patent office rather than teaching in a university, so that he could stay up late at night working through his new ideas.)

你的人生可以做得更多。（当阿尔伯特·爱因斯坦在瑞士专利局工作而不是在大学教书，以便他可以熬夜研究新想法时，你可以听到他的父母鼓励他找一份真正的工作。）

If you don't have any of these feelings, called dreams, then you're in trouble. Before you "spend" four or more years of your life going in a direction your heart may or may not want you to go, you need to recapture them.

如果你没有任何被称为梦想的感觉，那么你就有麻烦了。在你“花费”四年或更多时间朝着你的内心可能或可能不想要的方向前进之前，你需要重新捕捉它们。

Be a creative person. Creativity equals connecting previously unrelated experiences and insights that others don't see.

成为一个有创造力的人。创造力等于连接先前不相关的经验和见解，这是其他人看不到的。

You have to have them to connect them. Creative people feel guilty that they are simply relaying what they "see." How do you get a more diverse set of experiences? Not by traveling the same path as everyone else ...

你必须拥有它们才能连接它们。有创造力的人会感到内疚，因为他们只是在传达他们“看到”的东西。你如何获得更多多样化的经验？不是走与其他人相同的道路...

I'll give you an example. The college I went to was a small liberal arts college in Portland, Oregon, named Reed College. It was, at that time, the center of a calligraphy revival movement in the US. I ended up taking a calligraphy course before I left college, and at the age of eighteen was exposed to a totally new world of typography, graphic layout, font design, and the like. There was no hope of earning any income from this skill or knowledge, and some of my friends derided me for wasting my time and talents on learning how to write with

“fancy letters.”

我来举个例子。我上的大学是位于俄勒冈州波特兰市的一所小型文科学院，名为里德学院。当时，它是美国书法复兴运动的中心。在离开大学之前，我选了一门书法课程，18岁时接触到了全新的排版、字体设计等世界。这项技能或知识无法带来任何收入，我的一些朋友嘲笑我浪费时间和才华学习“花哨字母”的写法。

However, years later, when we were designing the Macintosh, it was this very same experience and set of insights which drove me to insist that we find a way to use proportionally spaced type and offer a range of fonts—in essence, to bring a much richer world of typography to the computer world than had ever existed before. And this also led to the LaserWriter printer, so that one could print these letterforms with the quality they deserved. And this set the stage for “desktop publishing.” I tell you truly: none of this would have ever happened at Apple if I had sacrificed that calligraphy class for a more “substantive” class of economics or engineering.

然而，多年后，当我们设计Macintosh时，正是这种经历和洞察力驱使我坚持要找到一种使用比例间距字体并提供一系列字体的方法——实质上，将比以往任何时候都更丰富的印刷排版世界带到计算机世界中。这也导致了LaserWriter打印机的出现，以便可以以它们应得的质量打印这些字形。这为“桌面出版”奠定了基础。我告诉你，如果我为了更“实质性”的经济或工程课程而放弃了那个书法课，这一切都不会在苹果公司发生。

So to be a creative person, you need to “feed” or “invest” in yourself by exploring uncharted paths that are outside the realm of your past experience. Seek out new dimensions of yourself—especially those that carry a romantic scent.

成为一个有创造力的人，你需要通过探索未曾涉足的领域来“滋养”或“投资”自己。寻找自己新的维度，特别是那些带有浪漫气息的维度。

But one has no way of knowing which of these paths will lead anywhere in advance. That’s the wonderful thing about it, in a way. The only thing one can do is to believe that some of what you follow with your heart will indeed come back to make your life much richer. And it will. And you will gain an ever firmer trust in your instincts and intuition.

但是，人们无法预先知道这些道路中哪一条会通向何方。从某种意义上说，这就是它的美妙之处。唯一能做的就是相信你用心追随的一些东西确实会回来让你的生活更加丰富。它会发生的。你会对自己的直觉和直觉获得越来越坚定的信任。

Don't be a career. The enemy of most dreams and intuitions, and one of the most dangerous and stifling concepts ever invented by humans, is the "Career." A career is a concept for how one is supposed to progress through stages during the training for and practicing of your working life.

不要成为一个职业。大多数梦想和直觉的敌人，也是人类发明的最危险和最压抑的概念之一，就是“职业”。职业是一个概念，用于描述一个人在职业生涯的培训和实践过程中应该如何进展。

There are some big problems here. First and foremost is the notion that your work is different and separate from the rest of your life. If you are passionate about your life and your work, this can't be so. They will become more or less one. This is a much better way to live one's life.

这里有一些大问题。首要的是认为你的工作与生活其他方面是不同的和分离的概念。如果你对工作和生活充满热情，这是不可能的。它们会变得或多或少相同。这是一种更好的生活方式。

[The] risk factor quotient goes down as you encounter the real world. Many [people] find what they believe to be safe harbors (lawyers and accountants), only to wake up ten or fifteen years later and discover the price they paid.

风险因素商数随着你接触现实世界而降低。许多人发现他们认为是安全港湾（律师和会计师），只有在十年或十五年后醒来才发现他们所付出的代价。

Make your avocation your vocation. Make what you love your work.

把你的业余爱好变成你的职业。把你喜欢的事情变成你的工作。

The journey is the reward. People think that you've made it when you've gotten to the end of the rainbow and got the pot of gold. But they're wrong. The reward is in the crossing the rainbow. That's easy for me to say—I got the pot of gold (literally). But if you get to the pot of gold, you already know that that's not the reward, and you go looking for another rainbow to cross.

旅程就是奖励。人们认为当你到达彩虹的尽头并得到金罐时，你已经成功了。但他们错了。奖励在于穿越彩虹。对我来说很容易说 - 我得到了金罐（字面上）。但是如果你到达了金罐，你已经知道那不是奖励，你会去寻找另一个要穿越的彩虹。

Think of your life as a rainbow arcing across the horizon of this world. You appear, have a chance to blaze in the sky, then you disappear.

把你的生命想象成一道虹彩弧线，跨越这个世界的地平线。你出现了，有机会在天空中闪耀，然后你消失了。

The two endpoints of everyone's rainbow are birth and death. We all experience both completely alone. And yet, most people of your age have not thought about these events very much, much less even seen them in others. How many of you have seen the birth of another human? It is a miracle. And how many of you have witnessed the death of a human? It is a mystery beyond our comprehension. No human alive knows what happens to "us" upon or after our death. Some believe this, others that, but no one really knows at all. Again, most people of your age have not thought about these events very much, and it's as if we shelter you from them, afraid that the thought of mortality will somehow wound you. For me it's the opposite: to know my arc will fall makes me want to blaze while I am in the sky. Not for others, but for myself, for the trail I know I am leaving.

每个人的彩虹两端都是出生和死亡。我们都独自经历这两个事件。然而，大多数和你年龄相仿的人并没有思考过这些事件，更不用说在别人身上看到它们了。你们中有多少人见过另一个人的出生？这是一个奇迹。你们中有多少人见证过一个人的死亡？这是一个超出我们理解范围的谜。没有一个活着的人知道“我们”死后会发生什么。有些人相信这个，有些人相信那个，但没有人真正知道。同样，大多数和你年龄相仿的人并没有思考过这些事件，好像我们在庇护你们，害怕死亡的想法会伤害你们。对我来说，情况恰恰相反：知道我的弧线将会落下，让我想要在天空中燃烧。不是为了别人，而是为了我自己，为了我知道我正在留下的足迹。

Now, as you live your arc across the sky, you want to have as few regrets as possible. Remember, regrets are different from mistakes. Mistakes are those things that you did and wish you could do over again. In some you were a fool (usually concerning women). In others you were scared. In others you hurt someone else. Some mistakes are deep, others not. But if your intent was pure, they are almost always enriching in some way. So mistakes are things that you did and wish you could do over again.

现在，当你在天空中穿越弧线时，你希望尽可能少地后悔。请记住，后悔与错误是不同的。错误是你做了某些事情，希望能够重新做一遍。有些错误是你做了傻事（通常涉及女性）。在其他情况下，你感到害怕。在其他情况下，你伤害了别人。有些错误很深刻，有些则不是。但是，如果你的意图是纯洁的，它们几乎总是以某种方式丰富你的经验。因此，错误是你做了某些事情，希望能够重新做一遍。

Regrets are most often things you didn't do, and wish you did. I still regret not kissing Nancy Kinniman in high school. Who knows what

might have happened? Maybe she regrets it too ...

遗憾通常是你没有做的事情，但希望你做了。我仍然后悔在高中时没有吻南希·金尼曼。谁知道会发生什么？也许她也后悔了...

Interview about Pixar

关于皮克斯的采访

“To put these stories into the culture ... is a rare opportunity.”

“把这些故事融入文化中.....是一个难得的机会。”

On November 22, 1996, Steve discussed leading Pixar, his strategy for the studio's future, and the privilege of creating stories for future generations.

1996年11月22日，史蒂夫讨论了领导皮克斯的问题，他对工作室未来的战略，以及创造未来世代故事的特权。

Q: What kinds of things did you need to do, both personally (learning to become a filmmaker) and as a businessman, to put the company where it is today?

问题：为了使公司达到今天的成就，您个人需要做哪些事情（学习成为电影制片人），作为一名商人需要做哪些事情？

Steve Jobs: Well, Pixar is a studio. I'm not a filmmaker. I don't direct our films. [...] What I try to do is help create the environment where all these incredible people can make films. We've got a really unique thing in the industry, in that the very best creative people will only go to work at a few places: Disney, Pixar, possibly DreamWorks. In the same sense, the very best computer scientists in computer graphics will only go to work at a few places. Pixar is one of those, but most of the studios are not because they don't have [our] level of technical culture there. I think Pixar is the only place in the world that can hire the best from both of these areas. And we've worked for ten years to figure out a way to have them all work together, which is not easy, because the Hollywood culture and the Silicon Valley culture are really different. We think we've picked the best from both. ∞

史蒂夫·乔布斯：嗯，皮克斯是一家工作室。我不是电影制片人，也不导演我们的电影。.....我的工作是帮助创造一个环境，让这些所有不可思议的人能够制作电影。我们在这个行业有一个非常独特的东西，就是最好的创意人才只会在几个地方工作：迪士尼、皮克斯，可能还有梦工厂。同样的，最好的计算机图形学科学家也只会在几个地方工作。皮克斯是其中之一，但大多数工作室都不是，因为他们没有我们那种技术文化水平。我认为皮克斯是世界上唯一能够雇佣这两个领域最优秀人才的地方。我们已经努力了十年，想出了一种让他们一起工作的方式，这并不

容易，因为好莱坞文化和硅谷文化真的很不同。我们认为我们从两者中挑选了最好的。

Q: I've heard that there are no contracts at Pixar, and that's different than a lot of Hollywood productions. What's the philosophy behind that?

问：我听说皮克斯没有合同，这与许多好莱坞制作不同。这背后的哲学是什么？

SJ: In this blending of [cultures], one of the things that we encountered was that the Hollywood culture and the Silicon Valley culture each use different models of employee retention. Hollywood uses the stick, which is the contract. And Silicon Valley uses the carrot, which is the stock option. We examined both of those in really pretty great detail: economically, but also sort of psychologically and culture-wise. What kind of culture do you end up with?

在这种[文化]融合中，我们遇到的一件事是好莱坞文化和硅谷文化各自使用不同的员工保留模式。好莱坞使用的是合同这个“棍子”。而硅谷使用的是股票期权这个“胡萝卜”。我们对这两种模式进行了非常详细的经济、心理和文化方面的研究。你最终会得到什么样的文化？

And while there's a lot of reasons to want to lock down your employees for the duration of a film, because if somebody leaves, you know you're at risk, those same dangers exist in Silicon Valley. During an engineering project, you don't want to lose people, and yet [Silicon Valley] managed to evolve another system other than contracts. And we prefer the Silicon Valley model in this case: give people stock in the company so that we all have the same goal, which is to create shareholder value.

虽然有很多理由希望在电影期间锁定员工，因为如果有人离开，你就会面临风险，但硅谷存在同样的危险。在工程项目中，你不想失去人员，但硅谷设法演变出了另一种系统，而不是合同。在这种情况下，我们更喜欢硅谷的模式：给员工公司股票，这样我们都有同样的目标，即创造股东价值。

But [not having contracts] also makes us constantly worry about making Pixar the greatest company we can, so that nobody would ever want to leave. When you sign a contract with somebody, you can sort of say, "Well, I don't have to worry about that person for five years." You know? And if you're real sophisticated, you'll have a little database that tickles you six months before their contract's up so you can start paying them more attention. And they're the most

important person in the world for six months, and then after they sign up again, you put them in a drawer.

但是[没有合同]也使我们不断担心让皮克斯成为我们所能成为的最伟大的公司，这样没有人会想离开。当你与某人签订合同时，你可以说，“好吧，我不必担心那个人五年了。”你知道吗？如果你真的很复杂，你会有一个小数据库，在他们的合同到期前六个月就会提醒你开始更多地关注他们。他们是世界上最重要的人六个月，然后再次签约后，你就把他们放在抽屉里。

Our system's a little different than that. Every single day we worry about how we can make Pixar a better company so that nobody will ever want to leave, and so we don't take anybody for granted. Because if they don't want to be at Pixar, then probably they should leave anyway—whether or not they would ever have a contract. ∞

我们的系统与那个有些不同。我们每天都在担心如何使Pixar成为一个更好的公司，以便没有人想离开，因此我们不会把任何人视为理所当然。因为如果他们不想在Pixar工作，那么他们可能应该离开，无论他们是否有合同。∞

SJ: In technology, and at Pixar on the creative side, you've got incredibly talented people who are also rare and in demand. If you don't treat them right, they can go get another job in ten minutes. Right?

在技术领域，以及皮克斯的创意方面，你会遇到非常有才华、稀缺且备受追捧的人才。如果你不善待他们，他们可以在十分钟内找到另一份工作。对吧？

So a strange thing happens: the hierarchy of power sort of inverts, and the CEO is actually at the bottom. I sort of feel like I work for most of these people because they're the ones that are doing all the brilliant work.

发生了一件奇怪的事情：权力的等级有点颠倒了，CEO 实际上处于底层。我有点觉得自己是为这些人工作的，因为他们是做出所有杰出工作的人。

And it's the same in software. It's the same thing. The best people are very hard to come by, and so it's management's job to support them because they're on the front lines doing the work. ∞

在软件领域也是如此。同样的道理。最好的人才非常难找，因此，管理层的工作是支持他们，因为他们是在一线工作。∞

Q: How is your relationship with Pixar different than Louis B. Mayer or some of the great studio heads who may not have been directors or producers themselves, but who certainly had a great deal to do with what was done?

问：你与皮克斯的关系与路易斯·B·梅耶或一些伟大的工作室负责人有何不同，这些人可能并不是导演或制片人，但肯定对所做的事情有很大影响？

SJ: Well, we're a small studio, and so we don't want to let any of this go to our heads.

SJ：嗯，我们是一个小工作室，所以我们不想让这些情况冲昏我们的头脑。

What we're trying to do is to build a great animation studio. We stay very focused on that. The other great animation studio is, of course, Disney. And they've done an incredible job. Feature animation is really at the heart of Disney; they've created all the character franchises that really breathe life into the theme parks. And if you look at where [Disney's] profits come from, a tremendous amount of it is dependent on feature animation, as are the theme parks.

我们正在努力建立一个伟大的动画工作室。我们非常专注于此。另一个伟大的动画工作室当然是迪士尼。他们做得非常出色。特色动画真正是迪士尼的核心；他们创造了所有真正为主题公园注入生命的角色品牌。如果你看看[迪士尼]的利润来源，其中很大一部分依赖于特色动画，主题公园也是如此。

What we're doing is just a pure play to build a feature animation studio. My role is to try to understand the pieces we need to put in place to do that, to work with everybody to attract and retain the people to do that, and to get a clear strategy in place. And [I] help with the relationships with Disney and other people.

我们正在做的只是为了建立一个功能动画工作室的纯粹尝试。我的角色是尝试理解我们需要放置的部分，与每个人合作吸引和留住这样做的人，并制定清晰的策略。并协助与迪士尼和其他人建立关系。

I enjoy it tremendously. We've got an incredible collection of people at Pixar, so I learn a lot. I learn a lot. ✂

我非常喜欢它。我们在Pixar拥有一个不可思议的人才库，所以我学到了很多。我学到了很多。✂

SJ: I like to get in there and help where I can. But my greatest joy is when we have people that are much better than I am at something, so I can forget about it, and not worry about it, and get on to something else where I can help. ∞

SJ: 我喜欢在能帮忙的地方提供帮助。但我最大的快乐是当我们有比我更擅长某些事情的人，这样我就可以忘记它，不用担心它，然后去做我能帮忙的其他事情。∞

SJ: Making an animated film is entirely different than making a live-action film. When you make a live-action film, a director typically shoots between ten and twenty-five times as much footage as will end up on the screen. They take that into the editing room and they build their film. And hopefully they can do a good job, because if they can't, it's too late—the actors are gone, the sets are down.

SJ: 制作动画电影与制作真人电影完全不同。制作真人电影时，导演通常会拍摄比最终呈现在屏幕上的镜头多10到25倍的素材。他们将这些素材带到剪辑室，然后制作电影。希望他们能做得好，因为如果他们做不好，就太晚了——演员已经离开，场景已经拆除。

Walt Disney realized many decades ago that animation was so expensive that you couldn't afford to animate ten times more than what you need. Matter of fact, you don't want to animate even 10 percent more than what you need. And therefore, the only conclusion you can come to is, you have to edit your film before you make it. Disney pioneered a lot of techniques for doing that, and they've refined those over the last sixty years.

几十年前，沃尔特·迪士尼意识到动画制作非常昂贵，你无法承担比所需多十倍的动画制作成本。事实上，你甚至不想比所需多制作10%的动画。因此，你唯一能得出的结论是，在制作电影之前必须编辑它。迪士尼开创了许多技术来实现这一点，并在过去60年中不断完善这些技术。

Working with Disney gave us access to that wisdom that you can't buy for love or money: the wisdom and experience of having made tens of feature animated films. And I think we learned a tremendous amount. ∞

与迪士尼合作使我们获得了那种无论如何都买不到的智慧：制作数十部动画电影的智慧和经验。我认为我们学到了很多。∞

SJ: Ten years ago, when we made the landmark short film *Luxo Jr.*, it took about three hours on average to render each frame. Fast-forward to today. Computers are a hundred times faster, and yet in *Toy Story* it took three hours on average to render each frame. And

the reason was the frames were a hundred times more complex in many cases.

SJ: 十年前，当我们制作里程碑式的短片《Luxo Jr.》时，平均每帧渲染需要约三个小时。快进到今天，电脑速度提高了一百倍，但在《玩具总动员》中，平均每帧渲染仍需要三个小时。原因是许多情况下每帧的复杂度提高了一百倍。

And we're throwing between five and ten times more computer power at our second feature film, code name *Bugs*, than we did at *Toy Story*. And it'll still take three hours to render each frame. Our ambitions visually are growing as fast as the technology can feed them. And so I think the visual worlds which we'll be able to create will be much richer over time.

我们在第二部电影“虫虫特工队”中使用的计算机功率比《玩具总动员》多五到十倍，每一帧仍需要三个小时的渲染时间。我们的视觉野心正在与技术同步增长。因此，我认为我们能够创造的视觉世界将会随着时间的推移变得更加丰富。

On the creative side, though, I think the art of storytelling is very old. And no amount of technology can turn a bad story into a good story. [...] Storytelling is a real art, and that's something that we're always going to be working on very, very hard. I don't think it's changed in a long time, and I'm not sure it will. And I don't think it's something that the technology has anything to do with. ∞

在创意方面，我认为讲故事的艺术非常古老。任何技术都无法将糟糕的故事变成好故事。讲故事是一门真正的艺术，这是我们一直在非常努力地探索的领域。我认为它很长时间以来都没有改变，我也不确定它会改变。我认为这与技术无关。

SJ: You can hardly find an Apple II around too much anymore. You still can in the schools, but that's about it. It's not clear whether you'll be able to boot up a Macintosh five years from now or not. All these technology boxes and all this software: it has a life of a year or two, if you're very lucky. If it has a life of five years, it's extraordinary. And every once in a while, something has a life of ten to fifteen years—and I've been lucky to be associated with a few of those products as well. But sooner or later, they all become part of the sedimentary layer that is the foundation for new innovation.

SJ: 现在很难再找到Apple II了。在学校里还能找到，但也就只有那里了。五年后，你能否启动Macintosh还不清楚。所有这些技术盒子和软件：它们的寿命只有一两年，如果你非常幸运的话。如果它的寿命能达到五年，那就非常了不起了。偶尔会有一些产品的寿命能达到十到十五

年，我很幸运能与其中一些产品有所关联。但迟早，它们都会成为新创新的基础沉积层的一部分。

[By contrast] Disney released its first animated feature film, *Snow White*, in 1937. That's sixty years ago. A few years ago, they rereleased it on video and sold 28 million copies, making probably around a quarter billion dollars of profits—sixty years after its initial release!

相比之下，迪士尼在1937年发布了它的第一部动画电影《白雪公主》，那已经是60年前的事了。几年前，他们重新发行了这部电影的视频，并售出了2800万份，可能获得了大约25亿美元的利润——这是在它最初发布60年后！

And I have a young son. We got *Snow White*, and he loved it. He watched it thirty, forty times. And it really struck me that I know people on most of the continents of this world, and I think everyone I know knows the story of *Snow White*. I don't think I know one person who hasn't seen it.

我有一个年幼的儿子。我们看了《白雪公主》，他非常喜欢。他看了三十、四十遍。这让我深刻地意识到，我认识世界上大多数洲的人，我想我认识的每个人都知道《白雪公主》的故事。我不认为我认识的任何一个人没有看过它。

Watching my son watch this, it really hit me that these stories renew themselves with each generation of young children. You read Joseph Campbell; these are our myths. Here's something that's sixty years old that's regenerating itself in my son and other young children.

看着我的儿子观看这个，我真的感觉到这些故事会随着每一代年轻孩子的出现而更新。你读约瑟夫·坎贝尔；这些是我们的神话。这是一个已经有六十年历史的东西，在我儿子和其他年轻孩子中再生。

And I think people are going to be watching *Toy Story* in sixty years. Not because of the computer graphics, but because of the story about friendship. And that's something really amazing to me, something very different than the industry I worked in in the past.

我认为人们将在六十年后观看《玩具总动员》。不是因为电脑图形，而是因为关于友谊的故事。这对我来说非常惊人，非常不同于我过去工作的行业。

To have the opportunity to put these stories into the culture like this, if we can work really hard and be lucky again and again, is a rare opportunity. And I think everybody at Pixar feels really, really privileged to have this opportunity.

有机会像这样将这些故事融入文化中，如果我们能够一次又一次地努力工作并且再次获得幸运，这是一个难得的机会。我认为Pixar的每个人都感到非常荣幸能够拥有这个机会。

Email to Pixar Employees

给皮克斯员工的电子邮件

“The Pixar Holiday Waltz”

“皮克斯假日华尔兹”

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Pixar

致：皮克斯

Subject: Pixar Holiday Waltz

主题：皮克斯假日华尔兹

Date: December 12, 1996, 4:03 p.m.

日期：1996年12月12日，下午4:03。

I am told that around 40 of us are feeling uncomfortable coming to the Pixar Holiday Waltz because we don't have a guest or because we feel it's a "hoity toity*" affair that does not reflect "who we are."

我被告知，大约有40个人因为没有客人或者觉得这是一个“高傲自大”的活动，不符合“我们的身份”，所以感到不舒服来参加皮克斯假日华尔兹。

I think very few of us belong to the waltz crowd, nor often attend formal affairs like this (my last waltz was ten years ago). That's exactly why this promises to be so much fun – it's a chance to see ourselves and our colleagues in a strange costume (tuxedo) doing a totally foreign activity (waltzing). This may be your last chance during this lifetime to see your favorite TD trying to dance in a tuxedo.

我认为我们中很少有人属于华尔兹人群，也很少参加这样的正式场合（我上一次跳华尔兹是十年前）。这正是为什么这将是如此有趣的原因 - 这是一个机会，可以看到我们自己和同事穿着奇怪的服装（礼服）做一项完全陌生的活动（华尔兹）。这可能是你一生中最后一次看到你最喜欢的TD穿着礼服跳舞的机会。

As for being single, all I can say is that cutting in on a lovely lady or

elegant gentleman during a waltz is considered proper and flattering. You might also enjoy the food, music, friends and ambience.

至于单身，我只能说，在华尔兹舞中插入一位可爱的女士或优雅的绅士是被认为是得体和令人赞赏的。你也可能会喜欢食物、音乐、朋友和氛围。

I do hope those of you not planning to attend reconsider joining your friends and colleagues at our Pixar Holiday Waltz. We will miss you if you don't come. What do you have to lose? You just might love it.

我真的希望那些不打算参加的人重新考虑加入我们皮克斯假日华尔兹的朋友和同事。如果你不来，我们会想念你的。你有什么好失去的呢？你可能会喜欢它。

Steve

史蒂夫

*hoity-toity adj (1690)

hoity-toity形容词（1690年）

1: thoughtlessly silly or frivolous: FLIGHTY

1：轻率的、愚蠢的或轻浮的：轻佻的。

2: marked by an air of assumed importance: HIGHFALUTIN

2：带有一种假定重要性的气氛：高傲的。



T H E

P I X A R

H O L I D A Y W A L T Z

Saturday December 14, 1996

7:00pm

Sheraton Palace Hotel

Market & New Montgomery

B L A C K T I E

A D M I T O N E

A staff invitation to the Pixar Holiday Waltz.

一份邀请 Pixar 假日华尔兹的员工邀请函。

Interview for In the Company of Giants

巨人公司的面试

“The worst thing that someone can do in an interview is to agree with me.”

面试中最糟糕的事情就是同意我的观点。

In the 1990s, when Steve was running NeXT and Pixar, two Stanford Business School students won a lunch with him at a charity auction. They later interviewed him for a book profiling business leaders in technology.

在1990年代，当史蒂夫经营NeXT和Pixar时，两名斯坦福商学院的学生在慈善拍卖会上赢得了与他共进午餐的机会。后来，他们采访了他，为一本描述科技业商业领袖的书籍做了介绍。

Steve Jobs: You'd better have great people, or you won't get your product to market as fast as possible. Or you might get a product to market really fast, but it will be really clunky and nobody will buy it. There are no shortcuts around quality, and quality starts with people. Maybe shortcuts exist, but I'm not smart enough to have ever found any.

史蒂夫·乔布斯：你最好拥有优秀的人才，否则你就无法尽快将产品推向市场。或者你可能会很快地将产品推向市场，但它会非常笨重，没有人会购买。在质量方面没有捷径，质量始于人才。也许有捷径存在，但我不够聪明，从未找到过任何捷径。

I spend 20 percent of my time recruiting, even now. I spend a day a week helping people recruit. It's one of the most important things you can do.

我现在花费20%的时间在招聘上。我每周花一天时间帮助人们招聘。这是你可以做的最重要的事情之一。

Q: If finding the A players is so important, how can you tell who is an A player and who isn't?

如果找到A级人才如此重要，那么如何判断谁是A级人才，谁不是呢？

SJ: That's a very hard question. Ultimately there are two paths. If a candidate has been in the workplace for a while, you have to look at the results. There are people who look so good on paper and talk

such a good story but have no results behind them. They can't point to breakthroughs or successful products that they shipped and played an integral part in. Ultimately the results should lead you to the people. As a matter of fact, that's how I find great people. I look at great results and I find out who was responsible for them.

SJ：这是一个非常难的问题。最终有两条路。如果一个候选人在工作场所待了一段时间，你必须看结果。有些人在纸面上看起来很好，说起来也很好，但是他们没有任何结果。他们不能指出突破或成功的产品，他们没有发挥重要作用。最终，结果应该引导你找到人才。事实上，这就是我找到优秀人才的方法。我看着优秀的结果，找出谁是负责人。

However, sometimes young people haven't had the opportunity yet to be in a position of influence to create such results. So here you must evaluate potential. It's certainly more difficult, but the primary attributes of potential are intelligence and the ability to learn quickly. Much of it is also drive and passion—hard work makes up for a lot.

然而，有时年轻人还没有机会处于影响力的位置来创造这样的结果。因此，在这里你必须评估潜力。这当然更加困难，但潜力的主要属性是智力和快速学习的能力。其中很大一部分也是动力和热情 - 努力工作弥补了很多不足。

When you recruit, you're rolling the dice. No matter what, you're rolling the dice because you've only got an hour to assess the candidate. The most time I spend with somebody is an hour, and I must then recommend whether we hire the person or not. Others will recommend, too, so I won't be the only one, but I'll still have to throw my vote in the hat.

当你招聘时，你就像掷骰子一样。无论如何，你都在掷骰子，因为你只有一个小时来评估候选人。我与某人相处的时间最长只有一个小时，然后我必须推荐是否雇用此人。其他人也会推荐，所以我不会是唯一的一个，但我仍然必须表达我的意见。

Ultimately it comes down to your gut feeling. Your gut feeling gets refined as you hire more people and see how they do. Some you thought would do well don't, and you can sense why. If you study it a bit you might say, "I thought this person was going to do well, but I overlooked this aspect," or, "I didn't think this person would do well, but they did and here's why." As you hire people over time, your gut instinct gets better and more precise.

最终，这取决于你的直觉感觉。随着你雇用更多的人并观察他们的表现，你的直觉感觉会得到改善。有些人你认为会做得很好，但实际上并没有，你可以感觉到原因。如果你稍微研究一下，你可能会说：“我本以为这个人会做得很好，但我忽略了这个方面”，或者，“我认为这个人不

会做得很好，但他们做到了，原因在这里。”随着时间的推移，当你雇用更多的人时，你的直觉感觉会变得更好，更精确。

Over time, my digging in during an interview gets more precise. For example, many times in an interview I will purposely upset someone: I'll criticize their prior work. I'll do my homework, find out what they worked on and say, "God, that really turned out to be a bomb. That really turned out to be a bozo product. Why did you work on that?" I shouldn't say this in your book, but the worst thing that someone can do in an interview is to agree with me and knuckle under.

随着时间的推移，我的采访技巧变得更加精确。例如，在采访中，我经常故意惹恼某人：我会批评他们之前的工作。我会做好功课，了解他们的工作内容，然后说：“天啊，那真的是个失败品。那真的是个愚蠢的产品。你为什么要做那个？”我不应该在你的书中这么说，但是在采访中，最糟糕的事情就是同意我的观点并屈服。

What I look for is for someone to come right back and say, "You're dead wrong and here's why." I want to see what people are like under pressure. I want to see if they just fold or if they have firm conviction, belief, and pride in what they did. It's also good every once in a while to really piss somebody off in an interview to see how they react because, if your company is a meritocracy of ideas, with passionate people, you have a company with a lot of arguments. If people can't stand up and argue well under pressure, they may not do well in such an environment. ✕

我寻找的是有人能够立刻回答：“你错了，原因是这样的。”我想看看人们在压力下的表现。我想看看他们是会妥协，还是坚定地相信和自豪于自己的所作所为。有时候，真的很好逼急某个人，看看他们的反应，因为如果你的公司是一个以思想为中心的精英管理体系，有着充满激情的人，那么你的公司就会有很多争论。如果人们不能在压力下好好地辩论，他们这样的环境中可能表现不佳。✕

Q: What do you think your weaknesses are when it comes to management?

问：在管理方面，您认为自己的弱点是什么？

SJ: I don't know. People are package deals; you take the good with the confused. In most cases, strengths and weaknesses are two sides of the same coin. A strength in one situation is a weakness in another, yet often the person can't switch gears. It's a very subtle thing to talk about strengths and weaknesses because almost always they're the same thing.

SJ：我不知道。人是一整套的，你要接受好的和困惑的。在大多数情况下，优点和缺点是同一枚硬币的两面。在某种情况下的优点在另一种情况下可能是缺点，但通常人们无法切换。谈论优点和缺点是非常微妙的，因为它们几乎总是相同的东西。

My strength probably is that I've always viewed technology from a liberal arts perspective, from a human culture perspective. As such, I've always pushed for things that pulled technology in those directions by bringing insights from other fields. An example of that would be—with the Macintosh—desktop publishing: its proportionately spaced fonts, its ease of use. All of the desktop publishing stuff on the Mac comes from books: the typography, that rich feel that nobody in computers knew anything about. I think that my other strength is that I'm a pretty good judge of people and have the ability to bring people together around common vision.

我的优势可能在于，我一直从人文文化的角度，从自由艺术的角度看待技术。因此，我一直在推动将技术引向这些方向的事物，通过从其他领域带来的见解。其中一个例子是——在Macintosh上——桌面出版：它的比例间距字体，它的易用性。Mac上的所有桌面出版工具都来自书籍：印刷排版，那种电脑领域中没有人知道的丰富感。我认为我的另一个优势是，我是一个相当不错的人才评估者，并且有能力围绕共同的愿景将人们聚集在一起。

Q: Well then, when are your strengths—judgment of character and liberal arts perspective—your weaknesses?

问：那么，您的优点——人物判断和人文视角——何时会成为您的弱点？

SJ: In certain cases, my weaknesses are that I'm too idealistic. [I need to] realize that sometimes best is the enemy of better. Sometimes I go for "best" when I should go for "better," and end up going nowhere or backwards. I'm not always wise enough to know when to go for the best and when to just go for better. Sometimes I'm blinded by "what could be" versus "what is possible," doing things incrementally versus doing them in one fell swoop. Balancing the ideal and the practical is something I still must pay attention to.

在某些情况下，我的弱点是我太理想化了。我需要认识到有时候最好的是更好的敌人。有时候我会追求“最好”，而不是“更好”，结果却一事无成或者倒退了。我并不总是明智到知道什么时候应该追求最好，什么时候只需追求更好。有时候我会被“可能性”所蒙蔽，而不是“可能的事情”，只是逐步地做事情，而不是一步到位。平衡理想和实际是我仍然必须关注的事情。

Q: In terms of going for the best, you have a widely held reputation of being extremely charismatic—someone who is always able to draw out the best in other people. How have you been able to motivate your employees?

问：在追求最好方面，您有一个广为人知的极具魅力的声誉——总能激发他人的最佳潜力。您是如何激励员工的？

SJ: Well, I think that—ultimately, it's the work that motivates people. I sometimes wish it were me, but it's not. It's the work. My job is to make sure the work is as good as it should be and to get people to stretch beyond their best. But it's ultimately the work that motivates people. That's what binds them together.

SJ：我认为，最终是工作激励人们。有时我希望是我，但事实并非如此。是工作激励人们。我的工作是确保工作达到应有的水平，并让人们超越最好的状态。但最终是工作激励人们。这就是将他们联系在一起的東西。

Q: Yet in the case of the Macintosh, you got tremendous output from people. Regardless of the type of work, not everybody can elicit that type of commitment.

问：然而在 Macintosh 的情况下，你得到了人们巨大的输出。不管是什么类型的工作，不是每个人都能引起那种承诺。

SJ: Well, I'm not sure I'd chalk that up to charisma. Part of the CEO's job is to cajole and beg and plead and threaten at times—to do whatever is necessary to get people to see things in a bigger and more profound way than they have, and to do better work than they thought they could do.

SJ：嗯，我不确定我会把这归功于个人魅力。CEO的工作之一就是在必要时哄骗、乞求、恳求和威胁——做任何必要的事情，让人们以比以往更大、更深刻的方式看待事物，并做出比他们原本认为更好的工作。

When they do their best and you don't think it's enough, you tell them straight: "This isn't good enough. I know you can do better. You need to do better. Now go do better."

当他们尽力而为，而你认为这还不够时，你直接告诉他们：“这还不够好。我知道你可以做得更好。你需要做得更好。现在去做得更好。”

You must play those cards carefully. You must be right a lot of the time because you're messing with people's lives. But that's part of the

job. In the end, it's the environment you create, the coworkers, and the work that binds. The Macintosh team, if you talk to most of them—a dozen years since we shipped the product—most will still say that working on the Mac was the most meaningful experience of their lives. If we'd never shipped a product they wouldn't say that. If the product hadn't been so good they wouldn't say that. The Macintosh experience wasn't just about going to camp with a bunch of fun people. It wasn't just a motivational speaker. It was the product that everybody put their heart and soul into, and it was the product that expressed their deep appreciation, somehow, for the world to see.

你必须小心地打这些牌。你必须大部分时间都是正确的，因为你正在干涉人们的生活。但这是工作的一部分。最终，它是你创造的环境、同事和工作所绑定的。如果你和大多数Macintosh团队成员交谈——自从我们发货以来已经过去了十二年——大多数人仍然会说，在Mac上工作是他们生命中最有意义的经历。如果我们从未发货，他们就不会这么说。如果产品不那么好，他们也不会这么说。Macintosh的经历不仅仅是和一群有趣的人一起去营地。它不仅仅是一个激励演讲者。它是每个人都投入心血的产品，也是表达他们对世界的深深感激之情的产品。

So, in the end, it's the work that binds. That's why it's so important to pick very important things to do because it's very hard to get people motivated to make a breakfast cereal. It takes something that's worth doing.

因此，最终是工作将人们联系在一起。这就是为什么选择非常重要的事情非常重要，因为很难让人们有动力制作早餐麦片。这需要值得做的事情。

Email to Pixar Employees

给皮克斯员工的电子邮件

“Apple Acquires NeXT.”

"苹果公司收购NeXT。"

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Pixar

致：皮克斯

Subject: Apple Acquires NeXT

主题：苹果公司收购NeXT

Date: December 20, 1996, 9:24 p.m.

日期：1996年12月20日，晚上9:24。

Today Apple announced that it is acquiring NeXT! This is great for Apple -- it gives them a very advanced object-oriented operating system, OpenStep, that can leapfrog Microsoft Windows.

今天，苹果宣布正在收购NeXT！这对苹果来说非常好——它为他们提供了一个非常先进的面向对象的操作系统OpenStep，可以超越微软的Windows。

This is great for NeXT -- OpenStep will become mainstream and be used by millions of people; this has been a dream of everyone at NeXT for ten years.

这对 NeXT 来说非常棒——OpenStep 将成为主流，被数百万人使用；这是 NeXT 所有人十年来的梦想。

This is great for Pixar -- it will free me up from running two companies, so I can devote even more of my energies to Pixar. There may even be some possibilities for Pixar and Apple to work together in the future (if creatively driven!).

这对皮克斯来说非常好——它将使我从经营两家公司中解脱出来，这样我就可以更多地投入精力到皮克斯。未来甚至可能会有皮克斯和苹果合

作的可能性（如果有创造力的驱动力！）。

And, this is really great for me. I have been working with a group of wonderful colleagues at NeXT for over a decade, and having our work finally become mainstream will be very gratifying (a feeling everyone at Pixar already knows). I will be advising Apple on their product strategy, and I will get to spend even more of my time at Pixar :).

而且，这对我来说真的很棒。我已经和 NeXT 的一群出色同事一起工作了十多年，让我们的工作最终成为主流将是非常令人满意的（Pixar 的每个人都已经知道这种感觉）。我将为苹果公司提供产品战略建议，并将有更多的时间在 Pixar 工作：）。

I am very happy and excited.

我非常高兴和兴奋。

Steve

史蒂夫

PS: For more details, check out NeXT's website at www.next.com

PS：更多详情请查看NeXT的网站www.next.com。

Part III, 1996–2011

第三部分，1996年至2011年

“Much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on.”

通过追随我的好奇心和直觉，我所偶然发现的许多东西后来都被证明是无价之宝。

The Apple that Steve returned to after its purchase of NeXT at the end of 1996 scarcely resembled the company he remembered. Apple had lost \$800 million that year. Steve had so little trust in the board that he insisted all but two directors resign.

史蒂夫在1996年底收购NeXT后回到苹果公司几乎与他记忆中的公司不同。苹果公司当年亏损了8亿美元。史蒂夫对董事会的信任如此之少，以至于他坚持除了两名董事外，其他所有董事都必须辞职。

But he also found many employees whose talents and love for Apple struck him as “phenomenal.” He assured a doubtful NeXT colleague, “There’s something there worth saving.”

但他也发现了许多才华横溢、热爱苹果的员工，这些人让他感到“了不起”。他向怀疑的NeXT同事保证：“那里有值得挽救的东西。”

Steve remained driven by the same mission he articulated in his early years, to “put something back into the pool of human experience.” And in his years away—longer than his first time at the company—he had matured and learned how to lead.

史蒂夫仍然秉持着他早年所表达的相同使命，即“将一些东西放回人类经验的池塘中”。在他离开的这些年里——比他第一次在公司待的时间更长——他已经成熟并学会了如何领导。

As CEO of Apple and Pixar (he held both roles until Disney acquired Pixar in 2006), he saw his job as “number one, recruit; number two, set an overall direction; and number three, inspire and cajole and persuade.” He said, “You’re not grabbing the pencil out of the twenty-five-year-old’s hand to do it better than they are. If you’re smart, you’re hiring twenty-five-year-olds who are smarter than you.” He gave particular thought to his responsibility for the business aspects of a creative company. A “risk-taking creative environment on the product side,” he said, required a “fiscally conservative environment” on the business side. “Creative people are willing to take a leap in the air, but they need to know that the ground’s going to be there when they get back.”

作为苹果和皮克斯的CEO（直到迪士尼在2006年收购皮克斯），他认为自己的工作为“第一，招募；第二，设定总体方向；第三，激励、哄骗和说服。”他说：“你不应该从25岁的人手中夺过铅笔，比他们做得更好。如果你聪明的话，你会雇用比你更聪明的25岁的人。”他特别考虑了他对创意公司业务方面的责任。他说，“在产品方面，需要一个冒险的创意环境”，而在业务方面则需要“财务保守的环境”。他说，“有创意的人愿意冒险，但他们需要知道，当他们回来时，地面会在那里。”

At Apple, making sure the ground was still there meant streamlining, a skill Steve had mastered in the lean years at NeXT and Pixar. His second

tenure at Apple was a study in focus. Soon after he returned, he slashed the company's product offerings from seventeen to four. This upset some fans and led to thousands of job losses, but he was unwavering in his belief that it was necessary to save the company. "You've got to choose what you put your love into really carefully," he said.

在苹果公司，确保基础仍在意味着精简，这是史蒂夫在 NeXT 和 Pixar 的艰难岁月中掌握的技能。他在苹果的第二个任期是一个专注的研究。他回到公司后不久，将公司的产品从十七个减少到四个。这让一些粉丝感到不满，并导致了数千个工作岗位的流失，但他坚信这是拯救公司所必需的。他说：“你必须非常谨慎地选择你要投入爱的东西。”

A stream of Apple breakthroughs—including iMac, OS X, iPod, iTunes, iPhone, and iPad—reflected that focused love, as did Pixar's blockbuster and award-winning films from the same period: A Bug's Life, Toy Story 2, Monsters, Inc., Finding Nemo, The Incredibles, Cars, Ratatouille, Wall-E, Up, and Toy Story 3. Steve saw every product and film as "a way of expressing to the rest of our species our deep appreciation." Apple technology offered tools to make something wonderful. And Pixar films, he believed, had the "rare opportunity to put stories into the culture," stories that would speak to "our grandkids' grandkids' grandkids."

苹果公司的一系列突破性产品，包括 iMac、OS X、iPod、iTunes、iPhone 和 iPad，反映了这种专注的爱，皮克斯在同一时期的畅销电影和获奖电影也是如此：《虫虫危机》、《玩具总动员2》、《怪兽电力公司》、《海底总动员》、《超人总动员》、《汽车总动员》、《美食大冒险》、《机器人总动员》、《飞屋环游记》和《玩具总动员3》。史蒂夫认为每一款产品和电影都是“表达我们对人类的深切赞赏的一种方式”。苹果技术提供了制作美好事物的工具。他认为皮克斯的电影有“难得的机会将故事融入文化中”，这些故事将会传承到“我们的孙子的孙子的孙子”。

Steve wanted to build a foundation for Pixar and Apple that would last beyond his lifetime. When Disney acquired Pixar, the deal included language protecting Pixar's culture and independence. He was intimately involved in the design of campuses for both companies, with beautiful physical environments—an orchard, a café, a headquarters constructed of handmade bricks—that encouraged serendipitous encounters and reflected his reverence for craft.

史蒂夫希望为皮克斯和苹果建立一个超越他一生的基础。当迪士尼收购皮克斯时，交易中包括保护皮克斯文化和独立性的条款。他亲自参与了两家公司校园的设计，创造了美丽的物理环境——果园、咖啡厅、总部建筑由手工砖砌成——鼓励偶然的相遇，并反映了他对工艺的崇敬。

Six Pixar films won the Oscar for Best Animated Feature during this third act of Steve's life. And when he resigned from Apple, six weeks before

his death from pancreatic cancer in 2011, his beloved company, with its sixty thousand employees, seasoned leadership team, and clear mission guiding its future, was the most valuable in the world.

在史蒂夫生命的第三幕中，有六部皮克斯电影赢得了奥斯卡最佳动画长片奖。当他在2011年因胰腺癌去世前六周辞去苹果公司的职务时，他心爱的公司拥有六万名员工、经验丰富的领导团队和明确的使命指导未来，成为了全球最有价值的公司。

“It is always a team of people, and the chemistry between that team of people, that makes great results,” Steve once said. Under his leadership, the teams at Apple and Pixar transformed four very different industries: computing, telecommunications, music, and film. The engine driving these transformations was a remarkably consistent set of values that Steve held dear: Life is short; don’t waste it. Tell the truth. Technology should enhance human creativity. Process matters. Beauty matters. Details matter. The world we know is a human creation—and we can push it forward.

“总是一个团队，以及团队成员之间的化学反应，创造了伟大的成果，”史蒂夫曾经说过。在他的领导下，苹果和皮克斯的团队改变了四个非常不同的行业：计算机、电信、音乐和电影。推动这些变革的引擎是史蒂夫珍视的一套非常一致的价值观：生命短暂，不要浪费时间。说实话。技术应该增强人类的创造力。过程很重要。美很重要。细节很重要。我们所知道的世界是人类创造的，我们可以推动它向前发展。

Steve on Returning to Apple

史蒂夫谈回归苹果

Speaking to Stanford business school students in 2003, Steve recalled his internal struggle, seven years earlier, over whether to return to Apple.

在2003年向斯坦福商学院的学生演讲时，史蒂夫回忆起七年前他内心的挣扎，是否要回到苹果公司。

I'm working away at NeXT, working away at Pixar, reading the rumors in the papers that Apple is going to buy a company, this other company, for their operating system. And one of our guys said, "We should sell NeXT to them. We've got a much better operating system."

我正在NeXT和Pixar工作，阅读报纸上的谣言，说苹果将购买另一家公司的操作系统。我们的一个人说：“我们应该把NeXT卖给他们。我们有一个更好的操作系统。”

And I said, "Forget it. It will never happen."

我说：“算了吧，这永远不会发生。”

So this is one of those cases where, when you hire the right people, they don't always listen to you in key moments in time. So this person, being very smart, didn't listen to me. And he went over and talked to Apple and said, "You ought to buy NeXT." And they were interested.

所以这是其中一种情况，当你雇用正确的人时，他们并不总是在关键时刻听从你的建议。所以这个人非常聪明，没有听我的话。他去找了苹果公司并说：“你们应该收购NeXT。”他们很感兴趣。

Then he comes back and says, "They want to talk to us."

然后他回来说：“他们想和我们谈谈。”

And I was like, "No. Go away. You're making this up."

我当时说：“不，走开。你在编故事。”

He did this twice. Finally I said, "OK. Fine. Let's talk to them." I couldn't believe it. They really were interested. And so we ended up selling them NeXT.

他这样做了两次。最后我说：“好吧。好的。让我们和他们谈谈。”我

简直不敢相信。他们真的很感兴趣。于是我们最终卖给了他们NeXT。

And the CEO running Apple at that time made it clear he didn't want me around, which was fine. And so I stayed on just as a consultant to him, to try to help him a little bit, because the management team he was inheriting from NeXT was actually quite a bit better than the one he had at Apple. And so I was trying to make sure these people didn't get totally crushed.

当时掌管苹果的首席执行官明确表示他不想让我留下来，这很好。因此，我只是留下来作为他的顾问，试图帮助他一点，因为他从NeXT继承的管理团队实际上比他在苹果拥有的团队要好得多。因此，我试图确保这些人不会被彻底击垮。

And ... I have to be careful what I say here. Let me just say that you need a license to drive a car, but you don't need a license to be the CEO of a company. And maybe you should need one.

而且.....我必须小心我在这里说什么。让我只说你需要驾驶执照才能开车，但你不需要执照就能成为公司的CEO。也许你应该需要一个。

Anyway, so I was pretty much out of the picture. Then one of Apple's board members called me. I had never met this person. And he said, "Look, I want your straight scoop on what you think of the CEO here." And I thought, "I don't even know this person. Whatever I tell them, they'll probably go tell the CEO, and then I will be persona non grata, and I will not have a chance to help my team not get crushed by these other folks there." And I thought a lot.

无论如何，我基本上已经不在画面中了。然后，苹果的一位董事会成员给我打了电话。我从未见过这个人。他说：“看，我想听听你对这里的CEO的看法。”我想：“我甚至不认识这个人。无论我告诉他们什么，他们可能会告诉CEO，然后我将成为不受欢迎的人，我将没有机会帮助我的团队不被那些其他人压垮。”我想了很多。

And then I thought, "You know, this is a director of a company that I started and that I loved for many years—and still do to some extent. And so how can I not tell them the truth?"

然后我想，“你知道，这是我创办并热爱多年的一家公司的董事长，某种程度上我仍然热爱着它。那么我怎么能不告诉他们真相呢？”

So I spilled out my guts—and never heard from him again. And so I figured, fine. I was spending my days at Pixar and having a great time. It was springtime, going into summer. And six years ago a few weeks from now, I got a call back from him [the director], and he said, "We are going to dismiss our CEO, and we would like you to come back and run the company."

于是我倾吐了我的心事——然后再也没有收到他的消息。所以我想，好吧。我在皮克斯度过了美好的时光。那是春天，即将进入夏天。六年前的这几周，我收到了他（导演）的回电，他说：“我们将解雇我们的CEO，我们希望你回来经营公司。”

And I said, “I can’t do that. I’m the CEO of Pixar. It’s a publicly traded company. We have all these wonderful employees. We have these shareholders. And I can’t go be CEO of another public ... I can’t desert them. So I can’t do this. I’ll help you any way I can, but I can’t.”

我说：“我不能这样做。我是Pixar的CEO。这是一家上市公司。我们有所有这些优秀的员工。我们有这些股东。我不能去成为另一家上市公司的CEO.....我不能抛弃他们。所以我不能这样做。我会尽我所能帮助你，但我不能。”

He called back a few days later and he said, “We’d like you to come back as an interim leader and help us find a new CEO.”

几天后，他回电话说：“我们希望您回来担任临时领导，并帮助我们找到新的首席执行官。”

And I said, “Well, I have to think about that.” And I was thinking about it and called up a friend of mine, a really smart guy, a good friend I’d known for a long time that works at another company in the industry. And I probably woke him up in the morning, about eight o’clock one morning, and I was telling him about my struggles about, should I, could I do this? Should I not? And this and that ...

我说：“嗯，我得考虑一下。”我在思考，给我的一个朋友打了个电话，他是个非常聪明的人，是我认识已久的好朋友，在同一行业的另一家公司工作。可能是在一个早上八点钟，我把他吵醒了，告诉他我在挣扎，我应该，我能做到吗？应该还是不应该？等等...

And finally, he interrupted me after about four minutes and he said, “Steve, I don’t give a shit about Apple. Why are you telling me all this?”

最后，大约四分钟后，他打断了我，说：“史蒂夫，我才不在乎苹果呢。你为什么要告诉我这些？”

And I said, “Oh, OK. I’m sorry.” And I hung up the phone.

我说：“哦，好的。对不起。”然后我挂了电话。

And I realized: You know, I do give a shit about Apple.

然后我意识到：你知道，我确实关心苹果公司。

And that’s kind of what crystallized it for me. And so I went back

there as an interim CEO.

这就是让我明白的东西。所以我回去担任临时CEO。

And I was terrified because I was afraid our Pixar employees and shareholders would feel like I was deserting them. And that's why I went back just as an interim CEO. I only planned to stay ninety days. But Apple was in a pretty tough situation, and the candidates it was attracting for the CEO job, they were not so good. And I almost hired one, and at the last minute I just said, "I can't do this to these guys."

我非常害怕，因为我担心我们的Pixar员工和股东会觉得我在抛弃他们。这就是为什么我回去担任临时CEO。我原本只计划呆90天。但是苹果公司处于非常困难的境地，而且应聘CEO职位的候选人并不是很好。我几乎雇了一个人，但在最后一刻我说：“我不能这样对这些人。”

I just thought, "Well, it will take another ninety days to find somebody." And that turned into a year. And I decided right up front that I was just going to act like I was the permanent CEO, because they didn't need a caretaker. This thing was in intensive care. It was about ninety days away from bankruptcy. It was in pretty bad shape.

我只是想，“好吧，还需要另外九十天才能找到人。”结果变成了一年。我一开始就决定，我会像是永久的CEO一样行事，因为他们不需要看守人。这件事情处于重症监护状态。它距离破产只有大约九十天的时间。它的状况非常糟糕。



A selection of photos from Steve's return to Apple.

史蒂夫重返苹果的照片精选。















Email to Apple Employees

发送给苹果员工的电子邮件

“A More Entrepreneurial Apple.”

“更具创业精神的苹果。”

Steve was not yet CEO when he sent a company-wide email laying out plans to “take Apple back to its roots.”

当史蒂夫发送了一封公司范围内的电子邮件，阐述了“将苹果带回其根源”的计划时，他还不是首席执行官。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Apple employees

致：苹果员工

Subject: A More Entrepreneurial Apple

主题：更具创业精神的苹果

Date: August 12, 1997, 8:20 a.m.

日期：1997年8月12日，上午8:20。

Renewing Apple is a journey, and we have begun that journey during the past four weeks by taking some decisive first steps—a new Board of Directors, a new product strategy and product roadmap, a decision to really focus on two market segments (education and creative content), a new advertising agency, and a detente and working partnership with Microsoft. Last week we announced some of these steps at MacWorld, and so far our shareholders and the public seem to approve.

更新苹果是一段旅程，我们在过去的四周中已经开始了这段旅程，采取了一些决定性的第一步——新的董事会、新的产品战略和产品路线图、决定真正专注于两个市场领域（教育和创意内容）、新的广告代理商以及与微软的缓和和工作伙伴关系。上周我们在MacWorld上宣布了其中的一些步骤，到目前为止，我们的股东和公众似乎都表示赞同。

Today we are taking a few more steps which will begin to take Apple back to its roots as a more egalitarian, entrepreneurial company. They are:

今天，我们正在采取更多措施，这将使苹果回归其作为一个更加平等、创业的公司的根基。它们是：

1. Stock Options - From now on, we will be using stock options as a primary form of “beyond-salary” compensation. Stock options are egalitarian (when anyone’s stock goes up \$1 per share, everyone’s stock goes up \$1 per share) and they are the best way to give our employees a true stake in the company’s future success. And, we want our employees to be rewarded by the company’s success in the same way that our public shareholders are: through stock appreciation.

股票期权 - 从现在开始，我们将使用股票期权作为“超越薪资”的主要补偿形式。股票期权是平等的（当任何人的股票每股上涨1美元时，每个人的股票都会上涨1美元），它们是给我们的员工真正的公司未来成功的利益份额的最佳方式。而且，我们希望我们的员工能够像我们的公共股东一样通过股票升值来获得公司的成功回报。

To lead the way, the Executive Team has agreed to forfeit their current and future cash bonus plans in exchange for more stock options.

为了引领榜样，执行团队同意放弃现有和未来的现金奖金计划，以换取更多的股票期权。

As you know, we repriced all stock options to \$13.25 on July 11th. In addition, I am pleased to announce that on August 5th our Board approved new stock option grants totaling six million shares at the price of \$19.75. Those receiving these new grants will get the good news later this week.

正如您所知，我们在7月11日将所有股票期权重新定价为13.25美元。此外，我很高兴地宣布，8月5日，我们的董事会批准了总计600万股股票期权授予，价格为19.75美元。那些获得这些新授予的人将在本周晚些时候得到好消息。

Apple has granted stock options for over 10 million shares since the beginning of this calendar year, and employees now hold stock options for over 20 million shares - which is more than 16% of Apple’s total outstanding shares. This is a very high percentage for a

company of Apple's size, and comparable to many valley start-ups. As we restore Apple's fortunes, our public shareholders and our employee stock option holders will all benefit in harmony.

自本年度开始以来，苹果公司已授予超过1000万股的股票期权，员工现在持有超过2000万股的股票期权，这超过了苹果公司总流通股的16%以上。对于苹果这样规模的公司来说，这是一个非常高的比例，与许多硅谷初创公司相当。随着我们恢复苹果的财富，我们的公共股东和员工股票期权持有人将会和谐受益。

2. New Severance Plan - Effective today, we are changing our severance plan for all employees to be more in line with an entrepreneurial company. There will now be only one severance plan for all employees. This plan, like the previous plans, will provide a 60 day notice period, with full pay and benefits. In addition, employees will be eligible to receive one additional week of severance pay for each full year of service. For example, if you have worked at the company for more than three but less than four years, you will receive your pay and benefits during the 60 day notice period plus severance payments equal to three weeks of pay. This new severance plan applies to all employees of Apple, Claris, and Newton in the US - there is no longer a separate executive severance plan.

2. 新的离职补偿计划 - 从今天起，我们将为所有员工更改我们的离职补偿计划，以更符合创业公司的要求。现在，所有员工将只有一个离职补偿计划。这个计划，就像以前的计划一样，将提供60天的通知期，全额工资和福利。此外，员工将有资格获得每个完整服务年限的额外一周离职补偿金。例如，如果您在公司工作超过三年但不到四年，您将在60天通知期内获得工资和福利，以及相当于三周工资的离职补偿金。这个新的离职补偿计划适用于美国苹果、克拉丽斯和牛顿公司的所有员工 - 不再有单独的高管离职补偿计划。

We will be changing our international severance policies to be in line with this new plan to the extent permitted under local laws.

我们将根据当地法律的允许程度，调整我们的国际离职政策以符合这个新计划。

3. Sabbatical Program - Apple needs all hands on deck for the foreseeable future as we turn our company's fortunes around. We are therefore discontinuing the sabbatical program at the end of our current fiscal year. Employees who have earned their sabbatical as of September 26, 1997, will be eligible to take their sabbatical at a mutually agreeable time during fiscal year 1998. This applies to all

employees of Apple, Claris, and Newton worldwide.

3. 公休计划 - 苹果公司需要在可预见的未来集中所有人力资源，以扭转公司的命运。因此，我们将在本财年结束时停止公休计划。截至1997年9月26日已经获得公休资格的员工将有资格在1998财年期间的任何时间内休假。这适用于苹果、Claris和Newton全球的所有员工。

4. Corporate Travel - Corporate travel will continue to be constrained to essential trips. Our egalitarian travel policy specifies coach class travel for everyone on trips lasting less than 10 hours, and business class travel for everyone on trips of 10 hours or longer. Of course individuals may use their personal funds or mileage awards to upgrade their seating class. For clarification, flights between San Francisco and Tokyo (either direction) are eligible for business class travel.

4. 公司差旅 - 公司差旅将继续受到限制，仅限于必要的出差。我们的平等差旅政策规定，对于持续时间少于10小时的所有出差，都应乘坐经济舱，对于持续时间超过10小时的所有出差，都应乘坐商务舱。当然，个人可以使用自己的个人资金或里程奖励来升级座位等级。为了澄清，旧金山和东京之间的航班（任何方向）都可以享受商务舱旅行。

5. Facilities - We will continue to move as many employees as possible onto our R&D Campus site. We will greatly benefit by the resulting “beehive” effects, including faster communication paths and more unplanned interactions between the various groups. Reflecting this consolidation, we are renaming the R&D Campus to the Apple Campus, beginning today.

5. 设施 - 我们将继续尽可能多地将员工转移到我们的研发园区。我们将从由此产生的“蜂巢”效应中获益，包括更快的沟通路径和各个团队之间更多的非计划互动。为反映这种整合，我们从今天开始将研发园区更名为苹果园区。

Thank you for your support as we work together to renew Apple.

感谢您的支持，让我们共同努力更新苹果。

Steve and the Executive Team

史蒂夫和执行团队

Email Exchange with Avie Tevanian

与 ***Avie Tevanian*** 的电子邮件交流

“There is something good here worth saving.”

这里有值得保存的好东西。

Avie Tevanian ran software engineering at NeXT and assumed the same role at Apple when it acquired NeXT. He told Steve that the Apple culture at the time of the acquisition was so bad that perhaps the best move might be to sell the company.

Avie Tevanian在NeXT负责软件工程，并在苹果收购NeXT后担任同样的角色。他告诉Steve，收购时的苹果文化非常糟糕，也许最好的选择是出售公司。

From: Avadis Tevanian

来自：Avadis Tevanian

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Apple engineers

主题：苹果工程师

Date: August 14, 1997, 9:31 p.m.

日期：1997年8月14日，晚上9:31。

Steve,

史蒂夫，

The last couple of weeks have been quite interesting. With this kernel issue spinning out of control it is clear to me that the “cancer” within Apple, which we had put into remission (at least in SW engineering) a few months ago, came back with a vengeance. I am now applying a new chemo treatment in an attempt to put it back into remission—and I think it will be successful—but we will definitely have another wave of resignations from the sharks that smelled the blood in the water. A bunch of people will get over it, but many will not.

过去几周非常有趣。随着这个内核问题失控，我清楚地看到苹果内部

的“癌症”（至少在软件工程方面）几个月前已经被我们控制住了，但现在它又回来了。我现在正在尝试一种新的化疗治疗方法，试图将其控制住，我认为这将会成功，但我们肯定会有另一波嗅到水中血腥味的鲨鱼辞职。一些人会克服这个问题，但很多人不会。

The net is the really bad Apple culture we've heard about still lurks out there. And I am convinced that a major problem with past management was their inability to deal with it. While I am a strong-willed person who can survive almost anything (hey, you've seen it first hand), I must admit these guys are wearing me down. Without any emotional tie to Apple (I, of course, have none) it gets increasing difficult to come to work each day. And while I can certainly treat the patient this time I wonder how long it will be before the cancer comes out of remission again. The context of a continuation of revenue decrease, losing quarters and ongoing restructuring does not help.

网上仍然存在着我们听说过的真正糟糕的苹果文化。我相信，过去管理层的主要问题是他们无法处理这个问题。虽然我是一个意志坚强的人，几乎可以经受任何事情（嘿，你亲眼见过），但我必须承认这些家伙正在消耗我的精力。没有任何情感上的联系（当然，我没有），每天上班变得越来越困难。虽然我当然可以治疗这个病人，但我不知道癌症会在多长时间再次复发。持续收入下降、亏损季度和持续重组的背景并没有帮助。

In the case of the kernel issue & OS roadmap I know the decisions we've made are the right decisions. And each day, as I discuss it with more and more people, I believe it even more. In fact, I've discovered just how conniving some of these folks can be just to push their agenda—including pretty severe obfuscation of facts. While the source of this is probably only a few people, they are able to quickly spread “evil thoughts” throughout the population that is just looking for a place to make a stand.

在内核问题和操作系统路线图方面，我知道我们做出的决定是正确的决定。每天，当我与越来越多的人讨论时，我越来越相信这一点。事实上，我发现有些人可以多么狡猾，只是为了推动他们的议程，包括对事实的相当严重的混淆。虽然这种情况的根源可能只有少数人，但他们能够迅速地在寻找立足之地的人群中传播“邪恶的思想”。

Combine this all with the reaction to the sabbatical program—which has been very poorly received in engineering (I've heard threats of a “sick-out”), and it makes me think this company isn't worth saving. At

least not for the sake of the employees. Yes, I feel for the customers. Yes, the shareholders deserve fair value. And yes, I worry about the ex-NeXTers we dragged into this. But it is not at all clear to me that the employees deserve to “win.” This, of course, is an overgeneralization, and there are some very good folks here, but you get the gist of this.

将这一切与对休假计划的反应结合起来——在工程领域，这个计划受到了非常糟糕的反响（我听到了“病假”的威胁），这让我觉得这家公司不值得挽救。至少不是为了员工的利益。是的，我为客户感到难过。是的，股东应该得到公平的价值。是的，我担心我们拉进来的前NeXT员工。但是，对我来说，员工们是否应该“获胜”还不是很清楚。当然，这是一个过度概括，这里也有一些非常优秀的人，但你可以理解我的意思。

It really makes me think that maybe now is the time to seriously consider selling the company. It's not clear we'll ever again have the positive aura that we have now—at least temporarily.

这让我认为现在或许是认真考虑出售公司的时候了。我们现在拥有的积极氛围可能再也不会出现了，至少是暂时的。

Anyway, we should get together and discuss all this sometime—face to face, 1-1—not on the phone. Not urgent—I'm a survivor—but when we both have some time.

无论如何，我们应该找个时间聚一聚，面对面讨论这一切，一对一，而不是通过电话。没有紧急情况——我是个幸存者——但当我们都有时间的时候。

Avie

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Avadis Tevanian

致：Avadis Tevanian

Subject: Apple engineers

主题：苹果工程师

Date: August 14, 1997, 10:02 p.m.

日期：1997年8月14日，晚上10:02。

Avie,

Avie ,

You know, I have had the same feeling lately—that Apple employees don't deserve to be saved. They think they work so hard—heck, I don't see it. They also think they have no responsibility for any of the mess that Apple's in.

你知道吗，最近我也有同样的感觉——苹果员工不值得被拯救。他们认为自己的工作很努力，但我并没有看到。他们还认为自己对苹果的任何混乱都没有责任。

I don't know who they think engineered and shipped such bad products, who created and authorized such bad marketing, who caused the support to be so bad, etc... They just don't want to share any responsibility for the current state of the company...

我不知道他们认为谁设计和运输了如此糟糕的产品，谁创造和授权了如此糟糕的营销，谁导致支持如此糟糕等等...他们只是不想为公司目前的状态承担任何责任...

But, there is something good here worth saving. I don't quite know how to express it, but it has to do with the fact that Apple is the ONLY alternative to Windows and that Apple can still inject some new thinking into the equation.

但是，这里有一些值得保存的好东西。我不太知道如何表达，但这与苹果是唯一的Windows替代品以及苹果仍然可以向方程式注入一些新思维有关。

Let's go for a walk and talk about this sometime soon,

让我们去散步，很快就谈谈这件事吧。

Steve

史蒂夫

From: Avadis Tevanian

来自：Avadis Tevanian

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Re: Apple engineers

主题：回复：苹果工程师

Date: August 25, 1997, 10:05 p.m.

日期：1997年8月25日，晚上10:05。

We really need to get together to discuss this and other issues related to the “product strategy” and overall management of the company. I am worried about a number of the pieces of the puzzle and as a result am completely unmotivated to do what it takes to turn this company around. And for the first time in 10 years I don’t even feel like challenging your ideas when I disagree—which scares me because I believe as a “team” we work best when we challenge each other and come out all-the-better for it.

我们真的需要聚在一起讨论这个问题以及与“产品策略”和公司整体管理有关的其他问题。我对这个难题的一些方面感到担忧，因此完全没有动力来扭转这家公司的局面。而且，这是我10年来第一次不想挑战你的想法，即使我不同意——这让我感到害怕，因为我相信作为一个“团队”，我们最好互相挑战，从而变得更好。

I am going to sleep on this some more tonight (I feel fried already and it’s only Monday evening—even the weekends aren’t sufficient to recharge these days). I have a pretty hectic schedule tomorrow (except for late in the day) but have lots of available time on Wednesday. Let me know when you’re available.

我今晚还要再睡一觉（我已经感觉筋疲力尽了，而今天才是周一晚上——即使周末也不足以让我恢复精力）。我明天的日程相当繁忙（除了一天早些时候），但周三有很多空闲时间。请告诉我你什么时候有空。

Avie

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Avadis Tevanian

致：Avadis Tevanian

Subject: Re: Apple engineers

主题：回复：苹果工程师

Date: August 25, 1997, 10:26 p.m.

日期：1997年8月25日，晚上10:26。

Please continue to challenge me. It's the way we get to the right decisions, and I enjoy it too.

请继续挑战我。这是我们得出正确决策的方式，我也很享受这个过程。

Steve

史蒂夫



Steve wanted to mimic the album art from Meet the Beatles.

史蒂夫想要模仿 *Meet the Beatles* 的专辑封面艺术。

Speech to Apple Employees

向苹果员工的讲话

“We believe that people with passion can change the world for the better.”

“我们相信有激情的人可以让世界变得更美好。”

Steve introduced the “Think Different” advertising campaign to a small group of Apple employees on September 23, 1997. The ad would go on to win an Emmy Award for Outstanding Commercial.

史蒂夫于1997年9月23日向一小群苹果员工介绍了“Think Different”广告活动。该广告最终获得了杰出商业广告艾美奖。

Howdy. Good morning. We were up till three o'clock last night finishing this advertising, and I want to show it to you in a minute—see what you think of it.

你好。早上好。昨晚我们熬到了三点钟才完成这个广告，我想过一会儿向你展示一下——看看你觉得怎么样。

I've been back about eight to ten weeks, and we've been working really hard. What we're trying to do is not something really highfalutin. We're trying to get back to the basics. We're trying to get back to the basics of great products, great marketing, and great distribution. I think that Apple has pockets of greatness but in some ways has drifted away from doing the basics really well.

我已经回来大约八到十个星期了，我们一直在非常努力地工作。我们试图做的并不是什么高深的东西。我们试图回归基础。我们试图回归出色的产品、出色的营销和出色的分销。我认为，苹果公司有卓越的地方，但在某些方面已经偏离了做好基础的轨道。

We started with the product line. We looked at the product road map, going out for a few years, and we said, “A lot of this doesn't make sense, and it's way too much stuff, and there's not enough focus.” We actually got rid of 70 percent of the stuff on the product road map. I couldn't even figure out the damn product line after a few weeks. I kept saying, “What is this model? How does this fit?”

我们从产品线开始。我们查看了产品路线图，展望未来几年，我们说：“很多东西都没有意义，而且太多了，没有足够的重点。”我们实际上放弃了产品路线图上70%的东西。几周后，我甚至无法弄清楚该死的

产品线。我一直在说：“这是什么型号？它如何适配？”

I started talking to customers, and they couldn't figure it out either.

我开始与客户交谈，他们也无法理解。

You're going to see the product line get much simpler, and you're going to see the product line get much better. There's some new stuff coming out that's incredibly nice. In addition, we've been able to focus a lot more on the 30 percent of the gems and add some new stuff in that is going to take us in some whole new directions. So we are incredibly excited about the products. I think we're really thinking differently about the kinds of products we have to build. The engineering team is incredibly excited. I mean, I came out of the meeting with people that had just gotten their projects canceled, and they were three feet off the ground with excitement 'cause they finally understood where in the heck we were going, and they were really excited about the strategy.

你将会看到产品线变得更简单，也会看到产品线变得更好。有一些非常好的新产品即将推出。此外，我们已经能够更加专注于那些占据30%的精华，并添加了一些新的东西，这将带领我们进入一些全新的领域。因此，我们对这些产品感到非常兴奋。我认为我们正在以不同的方式思考我们需要构建的产品类型。工程团队非常兴奋。我的意思是，我刚刚与那些项目被取消的人开会，他们非常兴奋，因为他们终于明白我们要去哪里了，他们对这个战略非常兴奋。

In the same way we, I think, have not been as ... we have not kept up with innovations in our distribution. I'll give you an example. I'm sure it was talked about this morning, but we've got anywhere from two to three months of inventory in our manufacturing supplier pipeline, and about an equal amount in our distribution channel pipeline. We're having to make guesses four or five, six months in advance, about what the customer wants.

同样地，我认为我们在分销方面没有跟上创新的步伐。我来举个例子。我相信今天早上已经谈到了，但我们的制造供应商渠道中有两到三个月的库存，分销渠道中也有相同数量的库存。我们不得不提前四五六个月猜测客户想要什么。

We're not smart enough to do that. I don't think Einstein's smart enough to do that. So what we're going to do is get really simple and start taking inventory out of those pipelines so we can let the customer tell us what they want, and we can respond to it super fast. You're going to see us be doing a lot of things like that. Today is just the first of many things we're going to be doing with you.

我们不够聪明去做那件事。我认为连爱因斯坦也不够聪明去做那件事。所以我们要变得非常简单，开始从那些管道中取出库存，这样我们就可以让客户告诉我们他们想要什么，我们可以快速地做出回应。你会看到我们会做很多这样的事情。今天只是我们将要与你一起做的许多事情中的第一件。

We're going to be not only, I think, catching up to where the best of the best are in distribution, but we're going to actually be innovating and be breaking some new ground, I think, in the coming several months. I'm pretty excited about that as well, in the distribution manufacturing side of things.

我们不仅要追赶最佳分销商的水平，而且我们还将在未来几个月内进行创新并开创新局面。我对制造和分销方面的这一点也感到非常兴奋。

That gets us to the marketing side of things.

这让我们进入了市场营销方面的事情。

To me, marketing is about values. This is a very complicated world. It's a very noisy world, and we're not gonna get a chance to get people to remember much about us. No company is.

对我来说，营销是关于价值观的。这是一个非常复杂的世界。这是一个非常嘈杂的世界，我们不会有机会让人们记住我们的很多东西。没有任何公司会有这个机会。

And so we have to be really clear on what we want them to know about us. Now, Apple, fortunately, is one of the half-a-dozen best brands in the whole world—right up there with Nike, Disney, Coke, Sony. It is one of the greats of the greats, not just in this country but all around the globe.

因此，我们必须非常清楚地知道我们希望他们了解我们的内容。现在，苹果公司幸运地成为了全球最好的半打品牌之一，与耐克、迪士尼、可口可乐、索尼齐名。它是伟大的品牌之一，不仅在这个国家，而且在全球范围内都是如此。

But even a great brand needs investment and caring if it's going to retain its relevance and vitality. And the Apple brand has clearly suffered from neglect in this area in the last few years. And we need to bring it back. The way to do that is not to talk about speeds and feeds. It's not to talk about MIPS and megahertz. It's not to talk about why we are better than Windows. The dairy industry tried for twenty years to convince you that milk was good for you. It's a lie, but they tried anyway. And the sales were going like this [*hand mimics a line running down and to the right*]. And then they tried "Got Milk?" and the sales started going like this [*hand goes up and to the right*]. "Got Milk?"

doesn't even talk about the product! As a matter of fact, the focus is on the absence of the product.

但即使是一个伟大的品牌，如果它想要保持其相关性和活力，也需要投资和关注。在过去几年中，苹果品牌显然在这方面受到了忽视。我们需要把它带回来。做到这一点的方法不是谈论速度和功能。不是谈论MIPS和兆赫。也不是谈论我们为什么比Windows更好。乳制品行业试图说服你牛奶对你有好处已经有二十年了。这是个谎言，但他们还是试图说服你。销售额一直在下降。然后他们尝试了“喝牛奶了吗？”销售额开始上升。“喝牛奶了吗？”甚至没有谈论产品！事实上，重点是产品的缺失。

But the best example of all, and one of the greatest jobs of marketing that the universe has ever seen, is Nike. Remember: Nike sells a commodity! They sell shoes! And yet when you think of Nike, you feel something different than a shoe company. In their ads, as you know, they don't ever talk about the products. They don't ever tell you about their air soles, and why they are better than Reebok's air soles. What does Nike do in their advertising? They honor great athletes, and they honor great athletics. That's who they are. That's what they are about.

但是最好的例子，也是宇宙中最伟大的营销工作之一，是耐克。记住：耐克销售的是商品！他们销售鞋子！但是当你想到耐克时，你会感受到与鞋类公司不同的东西。正如你所知道的，他们的广告中从不谈论产品。他们从不告诉你他们的气垫鞋底为什么比锐步的气垫鞋底更好。耐克在他们的广告中做什么？他们尊重伟大的运动员，他们尊重伟大的运动。这就是他们是谁，这就是他们关注的内容。

Apple spends a fortune on advertising. You'd never know it. You'd never know it.

苹果公司在广告上花费了大量资金。你永远不会知道。你永远不会知道。

So when I got here, Apple had just fired their agency, and there was a competition with twenty-three agencies, and, you know, four years from now, we would pick one. We blew that up, and we hired Chiat/Day, the ad agency I was fortunate enough to work with several years ago. We created some award-winning work, including the commercial voted the best ad ever made, "1984," by advertising professionals.

所以当我来到这里时，苹果刚刚解雇了他们的代理机构，有23个代理机构参加了竞争，而且你知道，四年后，我们会选择一个。我们打破了这个局面，我们雇用了Chiat/Day，这是我几年前有幸与之合作的广告代理公司。我们创造了一些屡获殊荣的作品，包括被广告专业人士评为

史上最佳广告的商业广告“1984年”。

We started working about eight weeks ago. The question we asked was, “Our customers want to know: Who is Apple, and what is it that we stand for? Where do we fit in this world?”

我们大约八周前开始工作。我们提出的问题是：“我们的客户想知道：苹果公司是谁，我们代表什么？我们这个世界中的定位是什么？”

And what we're about isn't making boxes for people to get their jobs done, although we do that well. We do that better than almost anybody, in some cases.

我们所追求的不仅仅是为人们提供完成工作的工具，尽管我们做得很好。在某些情况下，我们做得比任何人都要好。

But Apple is about something more than that. Apple, at the core—its core value—is that we believe that people with passion can change the world for the better. That's what we believe.

但是，苹果公司代表的不仅仅是这些。苹果公司的核心价值在于我们相信，有激情的人可以为改善世界做出改变。这就是我们的信仰。

And we've had the opportunity to work with people like that. We've had the opportunity to work with people like you, with software developers, with customers, who have done it—in some big and some small ways.

我们有机会与这样的人合作。我们有机会与像您这样的人，软件开发人员，客户一起工作，他们以各种大大小小的方式做到了这一点。

And we believe that in this world, people can change it for the better. And that those people that are crazy enough to think that they can change the world are the ones that actually do.

我们相信在这个世界上，人们可以为之改变变得更好。那些疯狂到认为自己可以改变世界的人，才是真正能够改变世界的人。

And so, what we're going to do, in our first brand-marketing campaign in several years, is to get back to that core value. A lot of things have changed. The market is a totally different place than it was a decade ago. And Apple's totally different, and Apple's place in it is totally different. And believe me: the products, and the distribution strategy, and manufacturing are totally different—and we understand that. But values and core values: those things shouldn't change. The things that Apple believed in at its core are the same things that Apple really stands for today. And so we wanted to find a way to communicate this. And what we have is something that I am very moved by. It honors those people who have changed the world. Some

of them are living. Some of them are not. But the ones that aren't, as you'll see, you know that if they ever used a computer, it would have been a Mac.

因此，我们在数年来的第一次品牌营销活动中要做的是回归到这个核心价值观。很多事情已经改变了。市场与十年前完全不同。苹果也完全不同，苹果在其中的地位也完全不同。相信我：产品、分销策略和制造业都已经完全不同，我们也明白这一点。但是价值观和核心价值观：这些东西不应该改变。苹果在其核心所信仰的东西，正是苹果今天真正代表的东西。因此，我们想找到一种方式来传达这一点。我们拥有的是一些让我非常感动的东西。它向那些改变世界的人致敬。他们中的一些人还活着，有些人已经去世了。但是你会发现，如果他们曾经使用过电脑，那一定是苹果电脑。

And the theme of the campaign is "Think Different." It's honoring the people who think different and who move this world forward. It is what we are about. It touches the soul of this company.

而这次活动的主题是“Think Different（不同凡想）”。它向那些不同凡想、推动世界前进的人致敬。这正是我们所追求的。它触及了这家公司的灵魂。

So I'm going to go ahead and roll it, and I hope that you feel the same way about it that I do.

所以我要开始滚动它，希望你对它的感觉和我一样。

[Steve runs the video.]

[史蒂夫运行视频。]

“Here's to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently. They're not fond of rules. And they have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them. About the only thing you can't do is ignore them. Because they change things. They push the human race forward. And while some may see them as the crazy ones, we see genius. Because the people who are crazy enough to think they can change the world are the ones who do.”

这里向那些疯狂的人致敬。那些不合群的人。叛逆者。惹事者。那些圆形钉子方形洞中。那些看待事物不同寻常的人。他们不喜欢规则。他们不尊重现状。你可以引用他们的话，与他们意见不合，赞美或诋毁他们。你唯一不能做的就是忽视他们。因为他们改变事物。他们推动人类向前发展。虽然有些人可能认为他们是疯子，但我们看到的是天才。因为那些疯狂到认为他们可以改变世界的人，才是真正改变世界的人。

Email to Pixar's Leadership

给皮克斯领导层的电子邮件

“My grades as of today.”

“截至今天的成绩。”

As 1997 drew to a close, Steve graded Pixar's performance: four A's, one B, and two F's.

随着1997年接近尾声，史蒂夫对*Pixar*的表现进行了评分：四个A，一个B和两个F。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: ec, jl, lawrence, sarahmc

致：ec，jl，劳伦斯，sarahmc

Cc: sj

抄送：sj

Subject: Pixar Milestones

主题：Pixar 里程碑

Date: December 21, 1997, 9:26 a.m.

日期：1997年12月21日，上午9:26。

From my files, dated Monday, October 28, 1996, with my grades as of today:

从我的文件中，日期为1996年10月28日星期一，记录了我今天的成绩：

1997 MILESTONES

1997年里程碑

1. Make BUGS Great – A

让BUGS变得伟大 - A

2. Ship Two Strong Interactive Products – F (but A for getting out)

2. 推出两款强大的互动产品 - F (但为了退出而获得A)

3. Enter Sequel Business – A (and almost exit sequel business)

输入Sequel Business - A (并几乎退出续集业务)

4. Greenlight Film #3 – F (but B for great progress)

4. 绿灯电影 #3 - F (但对于巨大的进步来说是B)

5. Manage Growth – A (hired >100 people, Pixar U, expanded infrastructure)

5. 管理增长 - A (雇佣了100多人 , Pixar U , 扩大了基础设施)

6. Longer Term:

6. 长期 :

- keep a larger percentage of the profits – A

保留更大比例的利润 - A

- increase Pixar's brand awareness – B (mostly due to Apple going on)

提高Pixar品牌知名度 - B (主要是由于苹果的活动)

Let's set our 1998 milestone goals soon after the holidays.

让我们在假期之后尽快设定我们的1998年里程碑目标。

Steve

史蒂夫

Email to Pixar's Leadership

给皮克斯领导层的电子邮件

“This list is to remind us of the ‘forest.’”

这个列表是为了提醒我们“森林”的存在。

Steve's 1998 goals for Pixar included beginning animation on the film that would become Monsters, Inc.

史蒂夫在1998年为Pixar制定的目标包括开始制作最终成为《怪兽电力公司》的电影动画。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: ec, jl, lawrence, sarahmc

致：ec, jl, 劳伦斯, sarahmc

Subject: Pixar Milestones

主题：Pixar 里程碑

Date: December 26, 1997, 10:00 a.m.

日期：1997年12月26日，上午10:00。

Here are proposed key 1998 milestones for us as a senior management team. The purpose of this list is to remind us of the “forest” from time to time, and to help prod us into taking corrective action when we get off track. Please feel free to shoot full of holes with your comments.

以下是我们作为高级管理团队在1998年的关键里程碑提议。这个列表的目的是时不时地提醒我们关注“森林”，并在我们偏离轨道时帮助我们采取纠正措施。请随意发表您的评论。

Steve

史蒂夫

1998 MILESTONES

1998年里程碑

1. A Bug's Life opens in November to very strong critical and box office success

《虫虫特工队》在11月份上映，获得了非常强烈的影评和票房成功。

2. PR efforts yield Pixar branding and creative credit for A Bug's Life

2. 公关工作为《虫虫特工队》赢得了Pixar品牌和创意认可。

3. Toy Story 2 becomes a great feature film

3. 《玩具总动员2》成为一部伟大的电影。

4. Hidden City is on schedule to begin animation by April '98

4. 隐藏城市计划在1998年4月开始动画制作。

5. Film #5 development begins by April 1

第五部电影的制作将于4月1日开始。

6. Emeryville groundbreaking in May

5月份Emeryville开工典礼

7. Breakthrough new animation system demonstrated by summer

7. 夏季展示了突破性的新动画系统。

8. Secure shorts projects to defray carrying costs of ABL crew through Spring '99

8. 确保短期项目，以支付ABL团队的运营成本，直到1999年春季。

9. Execute equity financing in Spring/Summer if necessary

如有必要，于春季/夏季进行股权融资。

Email to Apple Employees

发送给苹果员工的电子邮件

“Newton protest today.”

"今天有牛顿抗议活动。"

When Steve returned to Apple, he jettisoned many product lines developed during his time away. His goal was to focus the company's offerings. Some fans rebelled.

当史蒂夫回到苹果时，他放弃了许多在他离开期间开发的产品线。他的目标是专注于公司的产品。一些粉丝反叛了。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Apple employees

致：苹果员工

Subject: Newton protest today

主题：牛顿今天的抗议活动

Date: March 6, 1998, 8:09 a.m.

日期：1998年3月6日，上午8:09。

Some people are understandably upset that Apple has decided to stop developing future Newton OS based computers, especially the MessagePad. Today some of them are coming to Apple to protest our decision. This is OK. We are reserving a space for them on our campus and will provide them with coffee and other hot drinks (it may be cold out there!).

一些人可以理解地感到不满，因为苹果公司决定停止开发未来基于牛顿操作系统的计算机，特别是MessagePad。今天，其中一些人将前往苹果公司抗议我们的决定。这没关系。我们在我们的校园为他们保留了一个空间，并将为他们提供咖啡和其他热饮料（外面可能很冷！）。

Our decision to end Newton development was not taken lightly, and is unlikely to be reversed. Even so, let's welcome the Newton

customers and developers who come to protest this decision. Hopefully they will feel our enthusiasm about the future of Apple, and leave more settled than they arrived.

我们决定终止牛顿开发并非轻率之举，也不太可能被撤销。即便如此，让我们欢迎那些前来抗议此决定的牛顿客户和开发者。希望他们能感受到我们对苹果未来的热情，离开时比到来时更加安定。

Thanks

谢谢。

Steve

史蒂夫

Speech at Macworld

Macworld上的演讲

“Apple is coming back in a very big way.”

“苹果正在以非常大的方式回归。”

Steve was still interim CEO of Apple when he gave the keynote address at Macworld in New York City in July 1998.

1998年7月，史蒂夫仍是苹果公司的代理首席执行官，他在纽约市的Macworld大会上发表了主题演讲。

Thank you very much. This is good. I just got off a red-eye to get here. I didn't think I could be here today, and I managed to make it, so this is good. We've got some great stuff to talk about today, so let's get into it.

非常感谢。这很好。我刚刚赶了一班通宵飞行的航班来到这里。我原本以为我今天无法到达这里，但我成功了，所以这很好。今天我们有一些很棒的话题要讨论，所以让我们开始吧。

An American named Abraham Maslow came up with a theory that he called the human hierarchy of needs. And this theory was a simple one in concept, [though] somewhat profound in its implications. This theory was that humans have needs that must be met, and these needs can be stratified into certain levels. [Humans] need the bottom needs to be met first, and then they progress to the next level. And when those [needs] are met, they progress to the next level.

一个名叫亚伯拉罕·马斯洛的美国人提出了一种他称之为人类需求层次的理论。这个理论在概念上很简单，但在其影响方面有些深远。这个理论是，人类有必须满足的需求，这些需求可以分层。人们需要首先满足底层需求，然后才能进入下一层。当这些需求得到满足时，他们就会进入下一层。

So, you start off with the physiological needs: food, clothing, and shelter, let's say. If those are met, or once those are met, you then start to be concerned more with the safety of your environment—and eventually with love, with esteem, with self-actualization. I don't know if this is true or not, but this is what Abraham believed.

因此，你从生理需求开始：食物、衣服和住所，假设如此。如果这些需求得到满足，或者一旦这些需求得到满足，你就开始更关心环境的安

全，最终关心爱、尊重和自我实现。我不知道这是否正确，但这是亚伯拉罕所相信的。

And I thought this was a good model, so I borrowed it today to construct ... Steve Jobs's version of this [*audience laughs*], which I call the Apple Hierarchy of Skepticism.

我认为这是一个很好的模型，所以我今天借用它来构建...史蒂夫·乔布斯的版本，我称之为苹果公司的怀疑层次结构。【听众笑】

Let me explain this to you. When I came to Apple a year ago, all I heard was, "Apple is dying. Apple can't survive."

让我向你解释一下。一年前我来到苹果时，我听到的都是“苹果快死了，苹果无法生存”的话。

And it turns out that every time we convince people that we've accomplished something at one level, they come up with something new.

结果发现，每当我们说服人们我们在某个层面上取得了成就时，他们就会想出新的事情。

I used to think this was a bad thing. I thought, "Oh, jeez, when are they ever going to believe that we're going to be able to turn this thing around?" But actually, now I think it's great, because what it means is we've now convinced them that we've taken care of last month's question—and they're onto the next one.

我曾经认为这是一件坏事。我想，“哦，天哪，他们什么时候才会相信我们能够扭转局面呢？”但现在我认为这很好，因为这意味着我们已经让他们相信我们已经解决了上个月的问题，他们已经开始考虑下一个问题了。

So I thought, "Well, let's get ahead of the game. Let's try to figure out what all the questions are going to be and map out where we are." So that's what the Apple Hierarchy of Skepticism is. And it borrows from Dr. Maslow.

所以我想，“好吧，让我们走在前面。让我们试着弄清楚所有问题将会是什么，并确定我们的位置。”这就是苹果公司怀疑论的等级。它借鉴了马斯洛博士的理论。

So the first level, what we encountered a year ago, was survival. [*Audience applauds.*] A lot of people thought Apple was in some sort of death spiral, which I think there was some truth to. What did we do? We did many, many things, but the three things that stood out in people's minds were: we brought in a new management team to run the company, a new board of directors that's got some phenomenally

experienced people on it, and we did a deal with Microsoft. The largest software company in the world want[ing] to help Apple was a fact that didn't escape very many people, and it added a lot of credibility to what we were doing.

所以第一层次，我们一年前遇到的是生存。[观众鼓掌。]很多人认为苹果处于某种死亡螺旋中，我认为这是有一定道理的。我们做了很多事情，但人们印象最深刻的三件事是：我们引进了一个新的管理团队来运营公司，一个新的董事会，其中有一些经验非常丰富的人，以及我们与微软达成了一项协议。全球最大的软件公司想要帮助苹果，这是一个事实，没有逃脱很多人的注意，它为我们所做的事情增添了很多可信度。

The combination of these three things and a lot of other medium-sized things, I think, convinced people fairly rapidly that survival, at least in the short term, was not an issue. And it gave us some time to demonstrate that we could accomplish some other things.

这三件事情的结合以及许多其他中等规模的事情，我认为相当迅速地让人们相信，至少在短期内生存不是问题。这给了我们一些时间来证明我们可以完成其他一些事情。

Immediately, once we did these things, then everybody moved up a level. [...] If it wasn't about survival, it was, "Well, but there's no stable business in the Mac market." That was the next level of the hierarchy. So we had to start demonstrating that we had a stable business, and that one could be made from the Macintosh market, because it's a great market.

一旦我们做了这些事情，立刻每个人都向上提升了一个层次。如果不是为了生存，那就是“嗯，但是在Mac市场上没有稳定的业务。”那就是层次结构的下一个层次。因此，我们必须开始证明我们有一个稳定的业务，并且可以从Macintosh市场中获得利润，因为这是一个很好的市场。

So what did we do? Well, the most important thing was profits. In the end, that's what a lot of people look at. And the first full quarter of the new management team, Apple delivered profits of \$47 million [...]. And in the next fiscal quarter [...] Apple delivered a quarter with \$55 million of profits. *[Audience applauds.]* This went a long way to convincing a lot of the skeptics. And we will be announcing the results of our third fiscal quarter, the one that just ended at the end of June, a week from today. And I'm very pleased to tell you that it will be our third consecutively profitable quarter. [...]

那么我们做了什么？嗯，最重要的是利润。最终，这是很多人关注的。在新管理团队的第一个完整季度中，苹果公司实现了4700万美元的利润[...]。在接下来的财季中[...]，苹果公司实现了5500万美元的利润。

[观众鼓掌。]这在很大程度上说服了很多怀疑者。我们将在一周后宣布我们的第三个财季的结果，这个财季刚刚在6月底结束。我非常高兴地告诉你们，这将是我们的第三个连续盈利的季度。[...]

In terms of people, our retention has gone way up. We're losing hardly any people from the company now, and we're hiring incredibly good people into the company. We also realigned our distribution channels [...] and we began an advertising campaign for brand—around “Think Different”—and for some very specific product advertising. [...] We invested in an online store. [...] We are one of the largest ecommerce sites now on the internet. [...] And that's terrific.

就人员而言，我们的保留率大大提高了。现在我们公司几乎没有失去任何人，而且我们正在招聘非常优秀的人才加入公司。我们还重新调整了我们的分销渠道[...]，并开始了一项品牌广告活动——围绕“Think Different”——以及一些非常具体的产品广告。[...]我们投资了一个在线商店。[...]我们现在是互联网上最大的电子商务网站之一。[...]这太棒了。

So the aggregate of all of these things was that the market value of Apple's risen from about \$1.8 billion a year ago, to about \$4 billion yesterday. I don't know what it is today.

所有这些因素的综合作用是，苹果公司的市值从一年前的约18亿美元上升到昨天的约40亿美元。我不知道今天的情况。

What this means is that people are seeing a stable business, which is good, and a business that is under control, which is also good.

这意味着人们看到了一个稳定的业务，这是好的，也看到了一个受控制的业务，这也是好的。

So what do they do, then? Well, they don't send us a card or anything. They just go onto the next one. What's the next one? “Well, if you've survived and you've got a stable business, well, what's your product strategy? You're a product-driven company; you better have a doggone good product strategy.” ∞

那么他们做什么呢？嗯，他们不会给我们寄一张卡片或其他什么东西。他们只是继续下一个。下一个是什么？“嗯，如果你幸存下来并且拥有一个稳定的业务，那么你的产品策略是什么？你是一个以产品为驱动的公司；你最好有一个非常好的产品策略。”∞

When we got to the company a year ago, there were a lot of products. There were the product platforms—fifteen product platforms—and a zillion variants of each one. I couldn't even figure this out myself. After about three weeks, I said, “How are we going to explain this to others when we don't even know which products to

recommend to our friends?” There was no way to do it.

一年前我们来到公司时，有很多产品。有产品平台——十五个产品平台——以及每个平台的无数个变体。我自己甚至都搞不清楚。大约三周后，我说：“当我们甚至不知道要向我们的朋友推荐哪些产品时，我们该如何向其他人解释这个问题？”没有办法做到这一点。

So we went back to Business School 101 and said, “What do people want?” Well, they want two kinds of products. They want consumer products [...] and we need pro products because our design and publishing market wants pro products. [...] And in each of those two categories, we need desktop and portable models.

所以我们回到了商学院101，并说：“人们想要什么？”嗯，他们想要两种产品。他们想要消费者产品[...]，我们需要专业产品，因为我们的设计和出版市场需要专业产品。[...]在这两个类别中，我们都需要桌面和便携式模型。

What this told us was if we had four great products, that's all we need. And as a matter of fact, if we only had four, we could put the A team on every single one of them. And if we only had four, we could turn them all every nine months instead of every eighteen months. And if we only had four, we could be working on the next generation or two of each one as we're introducing the first generation. So that's what we decided to do—to focus on four great products.

这告诉我们的是，如果我们有四个优秀的产品，那就足够了。事实上，如果我们只有四个产品，我们可以把A团队放在每一个产品上。如果我们只有四个产品，我们可以将它们每九个月推出一次，而不是每十八个月。如果我们只有四个产品，我们可以在推出第一代产品时就开始着手研发下一代或下下代产品。因此，我们决定专注于四个优秀的产品。

And the first one that we introduced, of course, was the desktop pro product, which was the Power Mac G3. [...] The next product was the pro portable. And as you know, that is our new PowerBook G3. [...] Now, we also announced on May 6th that we are developing a consumer portable product, and that we will announce it in the first half of next year. And we're hard at work on that, and I think it's going to be quite nice.

当然，我们首先推出的是台式机专业产品，即Power Mac G3。[...] 下一个产品是专业便携式电脑。正如您所知，这是我们的新PowerBook G3。[...] 现在，我们还宣布在5月6日，我们正在开发一款消费级便携式产品，并将在明年上半年宣布。我们正在努力开发，我认为它会非常不错。

Which brings us to our consumer desktop product and something we're going to spend a fair bit of time on today, which, of course, is the iMac, which combines the excitement of the internet with the simplicity of a Macintosh. And that was our goal in this product.

这让我们来到了我们的消费级台式机产品，今天我们将会花费相当多的时间来介绍它，当然，这就是iMac，它将互联网的激动人心与Macintosh的简单性结合在了一起。这就是我们在这个产品中的目标。

When we got to Apple a year ago, it was very clear within the first month that Apple was walking away from the consumer market because Apple didn't have a compelling product under \$2,000 and had not had one for some time. We immediately began a program to build the most kickass consumer product we knew how to do—and that's the iMac.

当我们一年前来到苹果时，第一个月就非常清楚，苹果正在放弃消费者市场，因为苹果在2000美元以下没有一个引人注目的产品，而且已经有一段时间了。我们立即开始了一个计划，建造我们知道的最棒的消费者产品——那就是iMac。

So we're really, really happy with this thing. It's gorgeous. We believe it's going to change the way computers look and should look. ∞

所以我们真的非常非常喜欢这个东西。它很漂亮。我们相信它将改变计算机的外观和应该的外观。∞<

So we've survived. We've demonstrated that we've got a really great, stable business. We've laid out the road map of a fantastic product strategy. And we're getting apps back on the Mac in unprecedented numbers. So, what more could you ask for?

所以我们幸存了下来。我们证明了我们拥有一个非常出色、稳定的业务。我们制定了一个极好的产品战略路线图。我们正在以前所未有的数量将应用程序带回Mac。那么，你还能要求什么呢？

Well, there's always something, right? The last one is growth! "Well, if all this stuff's so good, show me some growth. How are you going to grow?"

好吧，总是有些事情，对吧？最后一个增长！“好吧，如果所有这些东西都那么好，那就给我看看增长。你们怎么增长？”

Right. And again: when I hear these things, I think it's great, because what it means is we're building the layers below and people are looking at the next layer. [...] What's the next thing to be skeptical about? Growth. So what are we going to do about growth?

正确。再说一遍：当我听到这些事情时，我认为这很棒，因为这意味着我们正在构建下面的层次，人们正在关注下一层。[...]下一个值得怀疑的事情是什么？增长。那么我们要怎么做才能实现增长呢？

A year ago, when the new management team got to Apple, we looked at the marketplace and we said that although Apple's market share has declined, it's still extraordinarily strong in the design and publishing market, where Apple's market share is between 50 and 90, depending on what segment you look at. And [market share is also strong] in the education market, where Apple owns over half of the installed base and about 35 percent of the new selling units—bigger than anybody else.

一年前，当新的管理团队接手苹果时，我们看了看市场，发现尽管苹果的市场份额有所下降，但在设计和出版市场上仍然非常强大，苹果的市场份额在50%到90%之间，具体取决于你看哪个细分市场。在教育市场上，苹果拥有超过一半的安装基数和约35%的新销售单位，比其他任何公司都要大。

What we didn't say was that Apple had declined rapidly in the consumer market, a market that it invented. Apple invented the market for selling computers to consumers, and yet it had failed to come out with compelling products at consumer price points for several years. So even though we didn't talk about it, we began a program to get back into the consumer market with a vengeance. And this is where we see a tremendous amount of growth for ourselves. We are doing extremely well in the design and publishing market, and starting to do much better in the education market—but adding the consumer market to that will make both of those even stronger. And we're going to do it with the iMac. ☺

我们没有说的是，苹果在消费市场上迅速衰落，这个市场是它创造的。苹果发明了向消费者销售计算机的市场，但在几年内未能推出具有吸引力的消费者价格产品。因此，即使我们没有谈论它，我们也开始了一个计划，以全力重新进入消费市场。这就是我们看到自己有巨大增长的地方。我们在设计和出版市场表现非常出色，并开始在教育市场上表现更好，但将消费市场加入其中将使这两个市场更加强大。我们将用iMac来实现这一目标。☺

There is no brand in the computer industry that is remotely as strong as Apple's. Apple's brand around the world is right up there with Disney and Sony and Nike in terms of recognition and in terms of consumer loyalty. Now, it's also worth pointing out that the other three brands on this slide have all had serious problems. Look at Disney when Michael Eisner got there. Look at Nike and Sony over the last half-dozen years. But when these companies have

straightened out their problems, their brands have come back stronger than ever. Brands take decades to build. And we think we have one of the best in the world. ∞

在计算机行业中，没有任何品牌能够与苹果媲美。苹果的品牌在全球范围内与迪士尼、索尼和耐克一样具有高度的认可度和消费者忠诚度。现在，值得指出的是，本幻灯片上的其他三个品牌都曾经遇到过严重的问题。看看迈克尔·艾斯纳上任后的迪士尼，看看过去六年里的耐克和索尼。但是当这些公司解决了问题后，它们的品牌比以往任何时候都更加强大。品牌需要几十年的时间来建立。我们认为我们拥有世界上最好的品牌之一。∞

We believe that as the price points come down, as the consumer market blossoms, design and fashion become even more important. Let me give you an example. This is [an image of] the most popular watch in the world. And it's popular not because it tells time better than any other watch. It's popular because of its design. I'll give you an interesting statistic: ten years ago, the average American owned one watch. Because of design entering the watch market, today the average American owns seven watches. OK? Seven watches because of design. Because of fashion.

我们相信随着价格的下降，随着消费市场的蓬勃发展，设计和时尚变得更加重要。让我举个例子。这是世界上最受欢迎的手表。它之所以受欢迎，不是因为它比其他手表更好地告诉时间。它之所以受欢迎，是因为它的设计。我给你一个有趣的统计数据：十年前，普通美国人拥有一只手表。由于设计进入手表市场，今天普通美国人拥有七只手表。好吗？七只手表是因为设计。因为时尚。

Now, when we dream, we dream of this. Right? *[Audience laughs.]* And one of the great joys that I found at Apple a year ago was the best industrial design team I've ever seen in my life. The designs for the new PowerBook G3 and the iMac—they're all done inside Apple by some brilliant, brilliant, super hardworking people. And you're going to see a continual stream of very innovative design out of Apple—I think the best in the industry by a mile. ∞

现在，当我们做梦时，我们会梦到这个。对吧？[观众笑了。]我在一年前在苹果公司发现的一大乐趣是，这是我一生中见过的最好的工业设计团队。新的PowerBook G3和iMac的设计都是由苹果内部的一些非常聪明、非常努力工作的人完成的。你将会看到苹果不断涌现出非常创新的设计——我认为这是业内最好的。

These are four incredibly powerful, unique, compelling assets: the brand, the installed base, especially in the consumer and education markets, the ability of our design to really take these products into that consumer space of fashion, and the fact that our products are

dramatically simpler to set up and use than our competition's. [...]

这些是四个非常强大、独特、引人入胜的资产：品牌、安装基础，特别是在消费者和教育市场上，我们的设计能够真正将这些产品带入时尚消费者领域，以及我们的产品比竞争对手的产品更简单易用。[...]

So, again, going back to Abraham Maslow: he created his hierarchy of needs, and we've borrowed it today to take a look at a hierarchy of skepticism that's followed us for the last year as we've slowly demonstrated, step by step, that Apple is coming back in a very big way.

因此，再次回到亚伯拉罕·马斯洛：他创建了他的需求层次结构，我们今天借用它来看一下我们遵循的怀疑层次结构，因为在过去的一年中，我们已经逐步证明，苹果正在以非常大的方式回归。



In the queen's chair from A Bug's Life.

在《虫虫特工队》中女王的椅子上。



Steve kept this snow globe in his home office.

史蒂夫把这个雪球放在他的家庭办公室里。

Email to Pixar Employees

给皮克斯员工的电子邮件

“A Bug’s Life Sweeps.”

“虫虫危机”席卷全球。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Pixar

致：皮克斯

Subject: A Bug’s Life Sweeps Thanksgiving Weekend Box Office

主题：《虫虫特工队》横扫感恩节周末票房

Date: November 30, 1998, 7:19 a.m.

日期：1998年11月30日，上午7:19。

A Bug’s Life swept the Thanksgiving box office with a record-setting \$46.5 million for the five-day weekend, breaking the previous Thanksgiving weekend record of \$45 million set by Disney’s 101 Dalmatians (live-action) in 1996. A Bug’s Life also set a new three-day (Fri-Sat-Sun) Thanksgiving weekend record of \$33.6 million.

《虫虫特工队》在感恩节周末横扫票房，以创纪录的4650万美元的五天周末票房成绩打破了迪士尼1996年真人版《101斑点狗》创下的4500万美元的感恩节周末票房记录。《虫虫特工队》还创下了新的三天（周五至周日）感恩节周末票房纪录，为3360万美元。

The exit polls are exceptionally positive. The audience was equally split between males and females (very high ratio of males), and 16% were the highly-desirable non-family “date” audience (we didn’t get this high of a non-family audience for Toy Story until two weeks after its opening). Audiences loved A Bug’s Life, and are telling their friends to see it.

出口民意调查非常积极。观众男女比例相等（男性比例非常高），16%的观众是非常理想的非家庭“约会”观众（直到《玩具总动员》上映两周后，我们才获得如此高比例的非家庭观众）。观众喜欢《虫虫特工队》，并告诉他们的朋友去看它。

As for the competition, over the five-day weekend Rugrats drooled a respectable \$27.6 million, Babe: Pig in the City squealed across the finish line with just \$8.5 million, and Antz was squashed with just \$1.2 million.

至于竞争方面，在为期五天的周末，《小淘气电影》获得了可观的2760万美元票房，而《小猪佩奇历险记2》只获得了850万美元票房，《蚂蚁总动员》更是只有120万美元票房。

Congratulations go to John, Andrew, Darla, Kevin and entire A Bug's Life crew. What a special present you have given the world. All of us at Pixar feel so proud to be associated with such excellence.

Congratulations also go to Jan, Karen and the Geri's Game crew for their magical short (audiences around the country loved it too).

祝贺约翰、安德鲁、达拉、凯文和整个《虫虫特工队》的制作团队。你们为世界带来了一份特别的礼物。我们在Pixar感到非常自豪，能与如此卓越的作品联系在一起。同时，也祝贺詹、卡伦和《杰瑞的游戏》制作团队的成员们，他们的神奇短片也受到了全国观众的喜爱。

If you divide our Thanksgiving weekend box office of \$46.5 million by the average ticket price of around \$6 -- it tells us that around 7.5 million people saw our movie this weekend!! Few people ever get the chance to make 7.5 million people laugh so much and feel so good. Or 450 people at Pixar feel so proud.

如果你将我们感恩节周末的票房收入4650万美元除以平均票价约为6美元，这告诉我们大约有750万人在这个周末看了我们的电影！很少有人有机会让750万人笑得这么开心，感觉这么好。或者说皮克斯的450名员工感到如此自豪。

Congratulations.

恭喜。

Steve

史蒂夫

Email to Apple Employees

发送给苹果员工的电子邮件

“We Did It!”

我们做到了！

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Apple employees

致：苹果员工

Subject: We did it!

主题：我们做到了！

Date: December 23, 1998, 9:31 a.m.

日期：1998年12月23日，上午9:31。

Yesterday the market data was released, and (drum roll) iMAC WAS THE NUMBER ONE SELLING COMPUTER IN THE U.S. during the month of November in U.S. retail and mail order channels, outselling all other brands!!

昨天市场数据发布了，.....（鼓声）.....iMAC在美国零售和邮购渠道在11月份成为最畅销的电脑品牌，超过了所有其他品牌！！

iMac captured 7.1% of unit volume and 8.2% of dollar volume, propelling Apple's overall market share in retail and mail order to double from about 5% in August to 10% in November. You can read all about it on our website (www.apple.com in hot news section) or in today's Wall Street Journal (US Edition, page A1 and B7).

iMac的销售量占据了7.1%，销售额占据了8.2%，使得苹果在零售和邮购市场的总市场份额从8月的约5%增加到11月的10%。您可以在我们的网站（www.apple.com的热门新闻部分）或今天的华尔街日报（美国版，A1和B7页）上阅读有关此事的所有信息。

This incredible achievement is the result of our hard work. Please take a moment and reflect on how far we have come in the last 18 months. It's amazing what we have all accomplished together. I am

very proud of our team, and feel so excited to be at Apple. Have a wonderful holiday.

这个不可思议的成就是我们辛勤工作的结果。请花点时间反思一下我们在过去的18个月里走过了多远。我们所有人一起取得的成就令人惊叹。我非常为我们的团队感到自豪，并感到非常兴奋能够在苹果公司工作。祝你度过一个美好的假期。

Steve

史蒂夫

Email to Apple Employees

发送给苹果员工的电子邮件

“Macintosh Turns Fifteen.”

"麦金塔迎来十五岁生日。"

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Apple employees

致：苹果员工

Subject: Macintosh Turns Fifteen

主题：麦金塔迎来十五岁生日

Date: January 24, 1999, 7:49 p.m.

日期：1999年1月24日，晚上7:49。

Fifteen years ago today, on January 24, 1984, Apple launched the first Macintosh at Flint Center in Cupertino, California. Its revolutionary ease of use made computing accessible to “the rest of us”, and its infusion of graphics and typography placed the Macintosh at the intersection of computer science and liberal arts. The Macintosh went on to become the second revolution in personal computing (the Apple II was the first), and its revolutionary ideas and benefits spread beyond Apple - they have changed the face of an entire industry and touched hundreds of millions of people around the globe. Apple has a lot to be proud of here.

十五年前的今天，即1984年1月24日，苹果公司在加利福尼亚库比蒂诺的弗林特中心推出了第一台麦金塔电脑。它革命性的易用性使得计算机变得更加普及化，而其图形和排版的融合将麦金塔电脑置于计算机科学和文科交叉的位置。麦金塔电脑成为了个人计算机的第二次革命（苹果II是第一次），其革命性的思想和好处超越了苹果公司 - 它们改变了整个行业的面貌，并触及了全球数亿人。苹果公司在这里有很多值得骄傲的地方。

While I am not normally one to look back, today is a good day to remember Apple’s legacy, which is to bridge the gap between sophisticated technology and “the rest of us” who make up most of

humanity. It's our job to make complex technology easy to use and fun to use. The need for this bridge is even greater today than it was in 1984 when the Macintosh debuted. Back then, users didn't have to deal with the complexities of connecting to networks and the Internet, setting up email, managing device drivers and init files, and all of the other things that drive today's computer users mad.

虽然我通常不会回头看，但今天是一个好日子，让我们记住苹果的遗产，即弥合复杂技术和“我们大多数人”之间的差距。我们的工作使复杂的技术易于使用和有趣。今天，这座桥梁的需求比1984年Macintosh首次亮相时更加迫切。当时，用户不必处理连接网络和互联网、设置电子邮件、管理设备驱动程序和init文件以及所有让今天的计算机用户发疯的其他事情的复杂性。

The computer world shows no signs of getting simpler as we enter the coming century. And no other company has yet taken Apple's place as the bridge builder. As we return to our roots and once again begin delivering simpler and better ways to use computers, Apple's future looks both bright and secure.

随着我们进入新世纪，计算机世界并没有显示出变得更简单的迹象。而且，没有其他公司取代了苹果公司成为桥梁建设者。随着我们回归本质，再次开始提供更简单、更好的计算机使用方式，苹果的未来看起来既光明又安全。

It's been an amazing journey so far, yet we have barely begun.

到目前为止，这是一段令人惊叹的旅程，但我们几乎才刚刚开始。

Steve

史蒂夫

Email from Steve to Himself

史蒂夫发给自己的电子邮件

“Apple’s Reason For Being.”

"苹果存在的理由。"

Steve often captured his thoughts by emailing himself notes.

史蒂夫经常通过给自己发送电子邮件来记录自己的想法。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Apple’s reason for being

主题：苹果存在的原因

Date: October 29, 2000, 4:39 p.m.

日期：2000年10月29日，下午4:39。

Apple is the world’s premier company at building high technology products that are easy to learn and use by mere mortals. Beginning over 20 years ago, Apple has consistently set the standard for easy to use computer systems and software. Why do we do this? Because we are in love with the potential for personal computers to enhance and enrich the lives of regular people - not just with spreadsheets and databases, but with creative

苹果是世界上最优秀的公司之一，擅长制造高科技产品，这些产品易于被普通人学习和使用。苹果公司始于20多年前，一直致力于打造易于使用的计算机系统和软件的标准。我们为什么要这样做？因为我们热爱个人电脑的潜力，它可以丰富和提升普通人的生活，不仅仅是用于制作电子表格和数据库，还可以用于创意。

We’re a creatively driven company in everything we do. From breakthrough product features and operating systems to culturally leading product design and advertising. Heck, we INVENTED the

personal computer, spawned desktop publishing and are now bringing desktop movies to millions. And our engineers are hard at work on several more exciting breakthroughs you'll see in 2001.

我们在所做的一切中都是以创意为驱动的公司。从突破性的产品特性和操作系统到文化领先的产品设计和广告。我们甚至发明了个人电脑，孕育了桌面出版，并将桌面电影带给了数百万人。我们的工程师正在努力开发几项更令人兴奋的突破性技术，您将在2001年看到。

Apple marries state of the art technology with Apple's legendary ease-of-use to create products that enable users to do more

苹果将尖端技术与苹果传奇的易用性相结合，创造出能让用户做更多事情的产品。

Apple is the world's premier bridge builder between mere mortals and the exploding world of high technology. Apple enables mere mortals around the world to grasp by making it easy to learn and use

苹果是世界上最重要的桥梁建设者，连接着普通人和高科技爆炸的世界。苹果通过使学习和使用变得简单，使全世界的普通人都能掌握。

Apple is the premier company in the world at making the exploding world of high technology easy to learn and use, thereby enabling mere mortals to enrich their lives using it.

苹果是世界上最优秀的公司之一，能够让高科技这个不断发展的领域变得易于学习和使用，从而使普通人能够通过它来丰富自己的生活。

Demystified technology, it will have a much greater impact than any other thing we can do. The stores need to be thought of as a mecca for understanding technology and making all of the digits a part of your life. All things digital, digital music, digital photography, people who've migrated to broadband, people/families who want to build a home network

揭秘技术，它将比我们所能做的任何其他事情都具有更大的影响。商店需要被视为理解技术和使所有数字成为您生活的一部分的圣地。所有数字事物，数字音乐，数字摄影，已迁移到宽带的人们，想要建立家庭网络的人/家庭。

Speech to Pixar Employees

致Pixar员工的演讲

“Hopefully we captured a bit of Pixar’s soul in this building.”

“希望我们在这座建筑中捕捉到了皮克斯的一点灵魂。”

In November 2000, Steve officially opened Pixar’s headquarters building in Emeryville, California.

在2000年11月，史蒂夫正式在加利福尼亚州埃默里维尔开放了Pixar的总部大楼。

I just wanted to say a few words as we sort of come together to live here. You know, I have seen this building, every square millimeter of this building, in almost every stage of its planning and development and construction—except for one thing, which is I have never seen people in it. It makes all the difference. This big space here looks pretty big without people in it, and with all of us in it, it looks just right.

我只是想说几句话，因为我们聚集在这里生活。你知道，我已经看过这栋建筑的每一平方毫米，几乎在它的规划、开发和建设的每个阶段——除了一件事，那就是我从未见过人们在里面。这使得所有的区别。这里的大空间看起来很大，没有人在里面，而我们所有人在里面，看起来刚刚好。

We are moving from Point Richmond, where we have lived for eleven years, to our new home here, where I think we are going to live forever. We have land to expand here, and I think a lot of us will spend the rest of our corporate lives here.

我们正在从我们居住了十一年的里士满点搬到这里的新家，我认为我们将永远在这里生活。我们在这里有土地可以扩展，我认为我们中的很多人将在这里度过余生。

We are moving from four buildings to one. One of the things people have said this morning is they are seeing people for the first time that work at our company. That’s both startling and kind of exciting. We have designed this building to be a more urban environment—that’s what this is, this is Town Square right here—and it’s a place for you to meet people you have never met before, a place for us to interact and collaborate, which is really the basis of our success. So it’s a very different feeling to get us all into one building,

and yet provide us a nice park so we can get away from everybody else when we need to.

我们正在从四栋建筑物搬到一栋。今天早上人们说的一件事是他们第一次看到我们公司的员工。这既令人惊讶又有点令人兴奋。我们设计这座建筑物是为了成为一个更城市化的环境——这就是城市广场，这是一个让你遇见从未见过的人的地方，一个让我们互动和合作的地方，这是我们成功的基础。所以把我们所有人都放在一个建筑物里是一种非常不同的感觉，但同时也为我们提供了一个漂亮的公园，这样我们就可以在需要的时候远离其他人。

We bought this land four years ago. It was a giant Del Monte Fruit Cocktail factory. It had been abandoned and was decrepit. It was falling apart, and for some reason, we saw the land underneath it that no one else saw. We bought it. We bought sixteen gorgeous acres of land, which is one of the rare large parcels of land left in the Bay Area.

我们四年前购买了这块土地。它曾经是一个巨大的Del Monte水果鸡尾酒工厂。它已经被遗弃并且破败不堪。它正在崩塌，但出于某种原因，我们看到了其他人没有看到的地下土地。我们买下了它。我们购买了16英亩美丽的土地，这是湾区剩下的少数大型土地之一。

Deciding what building to build was really hard. When you are in rented buildings, it is easy because they don't define who you are—they define who the landlord is! But when you decide to design your own building, you have to ask the question, "Who are we?" Because you want to capture some of the soul of the company in the building and reflect who we are.

决定建造什么建筑真的很难。当你在租用的建筑物中时，很容易因为它们不定义你是谁，而是定义房东是谁！但是当你决定设计自己的建筑时，你必须问自己一个问题：“我们是谁？”因为你想在建筑中捕捉公司的一些灵魂，并反映出我们是谁。

The design proceeded much like one of our films. First, a treatment; throw it away. Then another; throw it away. And finally, one that is worth developing—and then zillions and zillions of iterations, model after model after model, detail after detail. We drove our architects crazy. And three years of development—again, much like one of our films.

设计过程很像我们的电影之一。首先，有一个构思；然后抛弃它。接着又有一个构思；再抛弃它。最后，有一个值得开发的构思，然后进行无数次的迭代，模型之后又是模型，细节之后又是细节。我们让我们的建筑师们发疯了。三年的开发时间，同样像我们的电影一样。

And hopefully we captured a bit of Pixar's soul in this building. Our architects did an amazing job. This is also a hand-made building. All the steel is hand-joined on this site and bolted together, not welded. Just the drawings to define every connection for every place where steel is bolted to steel were twenty-five hundred pages. Every brick was custom hand-made, with an old, not-seen-today process, and then hand-laid on the site. John [Lasseter] even laid a brick—right over there. And every floorboard was hand-laid and sanded on the site. This is a handmade building, just like one of our films.

希望我们在这座建筑中捕捉到了皮克斯的一点灵魂。我们的建筑师做得非常出色。这也是一座手工制作的建筑。所有的钢铁都是在现场手工连接并螺栓固定，而不是焊接。仅用于定义每个连接的图纸，每个钢铁螺栓连接的地方，就有2500页。每一块砖都是定制手工制作的，采用了一种古老的、今天已不再使用的工艺，然后在现场手工铺设。约翰 [拉塞特] 甚至亲自铺了一块砖——就在那边。每一块地板都是在现场手工铺设和打磨的。这是一座手工制作的建筑，就像我们的电影之一。

And the workers discovered that this crazy owner was letting them build a building like they always had dreamed of, like none other built these days. And they brought their families to the construction site on weekends to see their craftwork like no one else is doing today—just like all of us feel about our films. And though a little blood was spilled, no one was seriously hurt building this building, just like one of our films.

工人们发现这个疯狂的老板让他们建造一座他们一直梦想着的建筑，就像现在没有其他建筑一样。他们在周末把家人带到建筑工地，让他们看到他们的手艺，就像我们所有人对电影的感觉一样。虽然有一点点流血，但建造这座建筑没有人受到严重伤害，就像我们的电影之一。

This land and building and grounds cost just shy of \$100 million, about the same as it costs to make one of our films. This equals around one year's salary and benefits for everybody in our studio: to build this whole place, to buy the land, to build the grounds. We are making this investment in our future because we want the best place in the world to support the best talent in the world making the best animated features in the world.

这块土地、建筑和场地的成本接近1亿美元，与我们制作一部电影的成本相当。这相当于我们工作室所有员工一年的工资和福利：建造整个场所，购买土地，建造场地。我们对未来进行这项投资，因为我们希望拥有世界上最好的地方，支持世界上最好的人才制作世界上最好的动画电影。

And we paid for it in cash. We have no debt on this building. We own it. Basically, this building was paid for with the profits we made

from *A Bug's Life*. And we still have over \$200 million of cash in the bank. This building will be a solid investment, just like one of our films.

我们用现金支付了它。我们在这栋建筑上没有债务。我们拥有它。基本上，这栋建筑是用我们从《虫虫特工队》赚来的利润支付的。我们在银行里仍有超过2亿美元的现金。这栋建筑将是一个坚实的投资，就像我们的一部电影一样。

Pixar's home was in Point Richmond for eleven years. Now our home is here, and many of us will spend the remainder of our professional lives here.

Pixar的总部在Point Richmond待了11年。现在我们的总部在这里，我们中的许多人将在这里度过我们职业生涯的余生。

We are having an open house and holiday party here on Saturday, December 9, in the afternoon and early evening, when you can bring your family to see our new home. This home has been lovingly built by talented workers; the building has good karma already. But its purpose is not just to be a cool building or to impress anyone on the outside. It is to house and inspire the most talented group of filmmakers in the world—that's you. And so today, the architects, Tom, Craig, and the amazing crew that we have here at the company, all of the facilities crew and the I.S. [Information Systems] crew, and everybody who has moved us seamlessly over the last week, we are officially turning the building over to you: the creative owners.

我们将于12月9日星期六下午和傍晚举行开放日和假日派对，届时您可以带上家人来看看我们的新家。这个家是由才华横溢的工人精心建造的，这栋建筑已经有了良好的业力。但它的目的不仅仅是成为一个酷炫的建筑或者给外界留下印象。它的目的是为了容纳和激励世界上最有才华的电影制作人——也就是你们。因此，今天，我们公司的建筑师Tom、Craig和我们拥有的惊人团队，所有的设施团队和信息系统团队，以及在过去一周中顺利搬迁我们的每个人，我们正式将这座建筑交给你们：创意所有者。

So go make some history here!

所以，去创造一些历史吧！



Steve, 2000.

史蒂夫，2000年。



Rehearsing for Macworld keynote, Tokyo, 2001.

在东京，2001年为Macworld主题演讲进行排练。

Speech Introducing the First Apple Store

介绍第一家苹果店的演讲

“Wouldn't it be great if when ... you had any questions, you could ask a Genius?”

“如果你有任何问题，能够问一个天才，那不是很棒吗？”

In May 2001, Steve recorded a private tour of the first Apple Store for an audience of software developers. He had once suggested that the Genius Bar be called the Geek Bar.

在2001年5月，史蒂夫为软件开发人员的观众录制了第一家苹果商店的私人导览。他曾经建议将 *Genius Bar* 称为 *Geek Bar*。

[From the sidewalk outside the store]

[从商店外的人行道]

Hi, I'm Steve Jobs, and I'm here at Tysons Corner Mall in Virginia, right outside of Washington, D.C. And I'm standing in front of this wood barricade we've built in front of our first retail store, that's going to open in six days. Now, nobody's seen inside here yet. And I'd like to take you inside for a secret little private tour. *[Beckons toward the store]*

嗨，我是史蒂夫·乔布斯，我在弗吉尼亚州的泰森斯角购物中心，就在华盛顿特区外面。我站在我们第一家零售店前面建造的这个木制路障前，这家店将在六天后开业。现在，还没有人看过里面。我想带你们进去进行一次秘密的私人之旅。【向店内招手】

So come on in. Now, this is our store. And the store's divided into four parts. The first quarter of the store has our home section, with great home and education products. And our Pro section, with all our great Pro products. Every product we make is in this first 25 percent of the store. You can see the whole product line.

进来吧。现在，这是我们的商店。商店分为四个部分。商店的前25%是我们的家居部分，有很棒的家居和教育产品。还有我们的专业部分，有我们所有的专业产品。我们生产的每一种产品都在这前25%的商店里。你可以看到整个产品线。

So come on over here. Let me show you what we've got going in the home section. ∞

那就过来这边吧。让我给你展示一下我们家居部门的情况。✂

We decided carrying our own products wasn't enough, so we're carrying six digital camcorders, six digital cameras, six MP3 players, and six handheld organizers. So you can come in here, and not only can you buy these digital devices, but you can actually hook them right up to the Macs and take them for a spin.

我们决定仅提供自己的产品是不够的，因此我们提供了六个数码摄像机、六个数码相机、六个MP3播放器和六个手持组织者。这样你就可以进来，不仅可以购买这些数码设备，而且还可以将它们连接到Mac上并试用一下。

Wouldn't it be great if when you went to buy a computer—or after you bought a computer—if you had any questions, you could ask a Genius? Well, that's what we've got. This is called the Genius Bar.

如果你去买电脑或者买完电脑后有任何问题，如果你能问一个天才，那不是很棒吗？这就是我们拥有的。这被称为 Genius Bar。

I'm not a Genius, but I'll stand behind here. There'll be somebody here who can do service right in the store and who could answer any questions you've got about your Mac or any of the peripherals or software that work with it. And if that person doesn't know the answer, they've got a hotline to call us in Cupertino at Apple headquarters, where we have somebody who does.

我不是天才，但我会在这里支持你。这里会有人在店里提供正确的服务，并回答您关于Mac或任何与其配合使用的外围设备或软件的任何问题。如果那个人不知道答案，他们有一个热线可以打电话给我们在苹果总部库比蒂诺的人，那里有人知道答案。

But maybe the most exciting part of the back of the store is our theater. We've got an exceptional rear projection screen. We can play our latest commercials back here, we can play some incredible videos back here, and of course we can play iTunes visualizations back here.

但也许店后最令人兴奋的部分是我们的剧院。我们有一个非常出色的后投影屏幕。我们可以在这里播放最新的商业广告，我们可以在这里播放一些令人难以置信的视频，当然我们也可以在这里播放iTunes的可视化效果。

One last thing I want to show you is all our great software. Look at this stuff. We have over three hundred titles, from games to the most sophisticated pro applications. There's something for everybody.

我想向你展示的最后一件事是我们所有优秀软件。看看这些东西。我们拥有超过三百个标题，从游戏到最复杂的专业应用程序。每个人都能

找到适合自己的东西。

We can't wait to feature your software right here, in every single one of our stores. So go write some more for us, and we'll build more shelves for as much as you can write.

我们迫不及待地想在我们的每一家店里展示你的软件。所以请继续为我们编写更多的软件，我们会为你编写的所有软件建造更多的货架。

Take care.

保重。

Email to Apple Employees

发送给苹果员工的电子邮件

“Message from Steve.”

"来自史蒂夫的消息。"

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Apple employees

致：苹果员工

Subject: Message from Steve

主题：来自Steve的消息

Date: September 17, 2001, 7:15 a.m.

日期：2001年9月17日，上午7:15。

Team,

团队，

Last week's devastating and tragic events have touched everyone at Apple. We are all grieving for the victims and their families. Thankfully, no Apple team members were among them. I know many of you have taken time to support various relief efforts, give blood, and support those around you. We all appreciate your extra efforts to do so.

上周发生的毁灭性和悲惨的事件触动了苹果公司的每个人。我们都为受害者和他们的家人感到悲痛。值得庆幸的是，苹果团队成员中没有人受害。我知道你们中的许多人已经花时间支持各种救援工作，献血并支持身边的人。我们都非常感激你们的额外努力。

I want to let you know that Apple is donating one million dollars to the families of the firefighters, police and other emergency response personnel who lost their lives, through the American Red Cross Disaster Relief Fund. In addition, we will donate one iBook to each of these families with children this holiday season.

我想告诉你，苹果公司将通过美国红十字会灾难救济基金向消防员、警

察和其他紧急救援人员家庭捐赠一百万美元。此外，我们将在这个假期季节向这些有孩子的家庭捐赠一本iBook。

Also, today we are announcing the cancellation of Apple Expo 2001, which was scheduled to take place in Paris on September 26-30. We are very sorry to disappoint our customers and developers, but their safety must be our primary concern at this time. Apple is a very visible American company, and having a highly publicized event at this time would be irresponsible.

此外，今天我们宣布取消原定于9月26日至30日在巴黎举行的苹果博览会2001。我们非常遗憾地让我们的客户和开发者失望，但他们的安全必须是我们此时的首要关注点。苹果是一家非常知名的美国公司，在此时举办高度宣传的活动是不负责任的。

We are also taking extra precautions to insure our safety. Apple security will remain on heightened alert at all our facilities around the world for the foreseeable future. Please immediately report any suspicious events or personnel to security.

我们还采取额外的预防措施来确保我们的安全。未来可预见的时间内，苹果的安全措施将在全球所有设施中保持高度警惕。如有任何可疑事件或人员，请立即向安全部门报告。

It's going to take time for the world to return to "normal", and some things will never return to the way they were. The next few months may be rocky. Please take the time you need for your families, and please lean on one another. Together, we will all get through this.

世界恢复“正常”需要时间，有些事情永远不会回到过去的样子。接下来的几个月可能会很艰难，请为您的家人花费您需要的时间，并请相互支持。我们一起度过这个难关。

I want to commend everyone for their efforts throughout this difficult time. As always, I am very proud of this team.

我想表扬大家在这段艰难时期中所做出的努力。一如既往，我为这个团队感到非常自豪。

Steve

史蒂夫

Email to Apple Employees

发送给苹果员工的电子邮件

“Excellence.”

"卓越。"

Steve said this was his favorite quote.

史蒂夫说这是他最喜欢的引语。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Apple employees

致：苹果员工

Subject: Aristotle

主题：亚里士多德

Date: January 20, 2002, 12:47 p.m.

日期：2002年1月20日，下午12:47。

We are what we repeatedly do. Excellence, then, is not an act, but a habit. – Aristotle

我们是我们反复做的事情。卓越不是一种行为，而是一种习惯。- 亚里士多德



Steve's iPod. "Bring the joy of music to even more people."

史蒂夫的iPod。"将音乐的快乐带给更多的人。"



A treasured gift Steve kept in his office.

史蒂夫在他的办公室里保存了一份珍贵的礼物。

Emails from Steve to Himself

史蒂夫给自己的电子邮件

“This song moves me like few others.”

这首歌让我感动，就像其他很少的歌曲一样。

Steve drafted playlists of his favorite songs and why he loved them in 2003, the year the iTunes Music Store debuted.

史蒂夫在2003年iTunes音乐商店推出的那一年，起草了他最喜欢的歌曲播放列表以及他为什么喜欢它们。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Re: Celebrity Playlist

主题：回复：名人播放列表

Date: April 16, 2003, 9:02 p.m.

日期：2003年4月16日，晚上9:02。

1. Sligo River Blues, In Christ There is No East or West, John Fahey

斯莱戈河蓝调，基督里没有东方或西方，约翰·费希。

2. If I Laugh, Cat Stevens (or Trouble)

如果我笑，猫史蒂文斯（或麻烦）

3. Every Grain of Sand, Bob Dylan

3. 沙子中的每一粒，鲍勃·迪伦

4. Baby Let Me Follow You Down, Bob Dylan, 66 tour, live, She Belongs to Me, Desolation Row, Just Like A Woman, It's All Over Now Baby Blue

4. 宝贝让我跟随你，鲍勃·迪伦，66巡演，现场版，她属于我，荒凉之地，就像一个女人，一切都结束了，宝贝蓝

5. Vince Guaraldi, Never Never Land
5. 文斯·瓜拉尔迪，永远的梦幻岛
6. Sweet Jane, Velvet Underground
6. 甜美的简（Sweet Jane），天鹅绒地下乐队
7. Here Comes the Sun, Beatles (Ticket To Ride, Yesterday, Nowhere Man, In My Life)
7. 这里来了太阳，披头士（搭车去，昨天，无处可去的人，我的生活）
8. Little Green, Joni Mitchell
8. 小绿，乔尼·米切尔
9. Camelot, Lerner & Loewe
9. 骑士团时代，勒纳与洛伊。
10. Suite Judy Blue Eyes, Crosby, Stills & Nash (Wooden Ships)
10. 《朱迪·布鲁眼套房》，克罗斯比、斯蒂尔斯和纳什（木制船）
11. Neil Young, Harvest
11. 尼尔·扬 (Neil Young)，《收获》(Harvest)
12. Hey Joe, Jimi Hendrix
12. 嘿，乔，吉米·亨德里克斯
13. How Long Has This Been Going On, Audrey Hepburn, Funny Face
13. 这场事情已经持续多久了，奥黛丽·赫本，搞笑脸
14. Good Shepherd, Jefferson Airplane
14. 好牧人，杰斐逊飞船
15. You're Still My Woman, B.B. King
15. 你仍然是我的女人，B.B. 金
16. For A Dancer, Jackson Browne
16. 对于一个舞者，杰克逊·布朗
17. New Morning, Bob Dylan
17. 新的早晨，鲍勃·迪伦
18. Take Me to the River, Talking Heads, Stop Making Sense

18. 带我到河边，谈话头，停止制造感觉
19. Angel From Montgomery, Bonnie Raitt
19. 来自蒙哥马利的天使，邦妮·蕾特
20. Father and Son, Cat Stevens
20. 父与子，猫史蒂文斯
21. Minor Swing, Django Reinhardt
21. 小摇摆，Django Reinhardt
22. Where to Now St. Peter, Elton John
22. 圣彼得在哪里，埃尔顿·约翰
23. Colors/Dance, George Winston
23. 颜色/舞蹈，乔治·温斯顿
24. The Dark End of the Street, James Carr
24. 街道的黑暗尽头，詹姆斯·卡尔
25. Come On, Let's Go, Ritchie Valens
25. 来吧，我们走吧，里奇·瓦伦斯
26. Tupelo Honey, Van Morrison
26. 杜波罗蜜，范·莫里森
27. Judy Garland, Over the Rainbow, Live
27. 朱迪·加兰德，彩虹之上，现场演唱

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Celebrity Playlist--writeup

主题：名人播放列表--写作稿件

Date: December 27, 2003, 4:58 p.m.

日期：2003年12月27日，下午4:58。

For a Dancer

对于一名舞者

I first heard this on my car radio while driving down Highway 280, and I started crying. I had not listened to much Jackson Browne at that time, and was just blown away by the lyrics. I have since listened to many more of his songs, but this one is still my favorite.

我第一次在开车沿着280号公路行驶时在车载收音机上听到这首歌，当时我哭了。那时我还没有听过太多杰克逊·布朗的歌曲，但是歌词让我震撼。自那以后，我听了更多他的歌曲，但这首歌仍然是我最喜欢的。

Little Green

小绿

This is an autobiographical song by Joni Mitchell about giving a daughter up for adoption. Maybe it's because I'm adopted, but this song moves me like few others. After I realized what this song was about, I cry every time I hear it. She wrote it when she was young, and it remains one of the best of her many great songs.

这是Joni Mitchell的一首自传式歌曲，讲述了她将女儿送给收养家庭的经历。也许是因为我自己也是被收养的，所以这首歌触动了我，每次听到都会哭泣。她年轻时写下了这首歌，至今仍是她众多优秀歌曲中的佳作之一。

I Get A Kick Out of You

我对你感到兴奋

From Ella's incomparable Cole Porter Songbook album.

来自艾拉无与伦比的科尔·波特歌集专辑。

All I Have to Do is Dream

我所要做的就是梦想。

This song was a hit when I was very young, and I remember listening to it as my parents listened to it, which brings back great memories. It was a transition period from the 50s to the 60s -- Buddy Holly was

dead, the Beatles hadn't arrived yet, and groups like The Everly Brothers filled the gap nicely.

这首歌曲在我很年轻的时候非常流行，我记得当我的父母听它的时候，我也在听，这让我回忆起美好的记忆。那是从50年代到60年代的过渡时期--Buddy Holly已经去世，披头士还没有到来，而像Everly Brothers这样的乐队填补了这个空缺。

Email from Steve to Himself

史蒂夫发给自己的电子邮件

“This is what it feels like to be living in—and creating—a Golden Age.”

这就是生活在并创造黄金时代的感觉。

Steve sent himself notes to prepare for a talk on Pixar.

史蒂夫给自己发送了备忘录，为一次有关皮克斯的演讲做准备。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Re: Golden Age

主题：回复：黄金时代

Date: May 3, 2003, 5:08 p.m.

日期：2003年5月3日，下午5:08。

Websters Dictionary states that the term Golden Age dates from 1555 and means: a period of great happiness, prosperity, and achievement.

Websters词典指出，黄金时代一词始于1555年，意为：一个幸福、繁荣和成就的时期。

Pixar is in a Golden Age. With our soon-to-be-released Finding Nemo, we have completed 5 computer animated feature films, with three more in some stage of production. All original Pixar stories. Our track record of 4 for 4, and hopefully 5 for 5, is unparalleled in the history of animation, and indeed in the history of film.

皮克斯处于黄金时期。随着即将发布的《海底总动员》（Finding Nemo），我们已经完成了5部计算机动画电影，还有另外三部正在制作中。所有这些电影都是皮克斯原创故事。我们4部4中的记录，希望能够达到5部5中，这在动画历史乃至电影历史上都是空前的。

Our real Golden Age is being fueled by the maturing of our people. I have seen Pete, Andrew and Lee grow into the second generation of Pixar Directors, all with the experience of leading the creation of a feature film under their belts. I have seen Darla and Graham grow into our industry's best producers, producing our films with greater and greater mastery. I have seen Rob Cook and his R&D team ushering in a new, second golden age of amazing new Pixar science and technology. And I see more directors and producers coming right behind them. In every aspect of our studio, I see the kind of sprouting that signals Springtime—and I think the world, which is already amazed at what we have done so far, is going to be even more amazed at what's in store for them in the coming years.

我们真正的黄金时代正在由我们的人民成熟推动。我看到皮特、安德鲁和李成长为皮克斯导演的第二代，都有领导制作一部长片的经验。我看到达拉和格雷厄姆成长为我们行业最好的制片人，以越来越高超的技艺制作我们的电影。我看到罗布·库克和他的研发团队引领着皮克斯科技的新的第二个黄金时代。我看到更多的导演和制片人紧随其后。在我们工作室的每个方面，我看到了春天的信号——我认为这个世界已经对我们迄今所做的惊叹不已，未来几年他们将会更加惊叹。

Tonight is a night for celebration, but don't forget to pause for a moment and realize that this is what it feels like to be living in—and creating—a Golden Age. And, 25 years from now, when a kid—maybe even your grandkid—asks you what it was like to be at Pixar during its Golden Age, you'll know—if you can only find the words to describe it.

今晚是庆祝的夜晚，但不要忘记停下来一会儿，意识到这就是生活在和创造黄金时代的感觉。25年后，当一个孩子——甚至是你的孙子——问你在皮克斯的黄金时代是什么感觉时，你会知道——如果你能找到描述它的话。

Interview with Leslie Berlin

莱斯利·柏林的采访

“I think I got lucky and had the chutzpah to call these guys up.”

“我想我很幸运，而且有胆量给这些家伙打电话。”

On May 24, 2003, Steve spoke with Leslie Berlin about his mentor Robert Noyce. Noyce co-invented the microchip and co-founded Intel and Fairchild Semiconductor, the first successful silicon microchip company in Silicon Valley.

在2003年5月24日，史蒂夫与莱斯利·柏林谈论了他的导师罗伯特·诺伊斯。诺伊斯是微芯片的共同发明人，也是英特尔和费尔柴尔德半导体公司的共同创始人，这是硅谷第一家成功的硅微芯片公司。

Leslie Berlin: Why'd you decide to join the Grinnell College board?

莱斯利·柏林：你为什么决定加入格林内尔学院董事会？

Steve Jobs: Bob asked me to do it. I went to a small liberal arts college. Six months officially, and for two years I was kind of a drop-in. And so I've always had a soft spot for private liberal arts colleges. You really only find them in America, and they're a very wonderful thing.

史蒂夫·乔布斯：鲍勃让我这么做。我去了一所小型文科学院。正式学习了六个月，然后两年时间我就是个光顾者。所以我一直对私立文科学院有着特殊的感情。你只能在美国找到这样的学院，它们是非常美妙的东西。

It was a fun experience. And the funnest part was just traveling down with Bob. We almost died together; I don't know if you know about this.

这是一次有趣的经历。最有趣的部分就是和鲍勃一起旅行。我们几乎一起死了；我不知道你是否知道这件事。

LB: No.

LB：不。

SJ: Well, Bob's a pilot, as you know. He flew all kinds of planes. He bought a Seabee. Have you heard about that?

SJ: 嗯，正如你所知，鲍勃是一名飞行员。他驾驶各种飞机。他买了一架海蜜蜂飞机。你听说过吗？

LB: I've heard that he had this plane.

LB: 我听说他有这架飞机。

SJ: It was a Seabee. And a Seabee was a World War II plane. They stopped making them probably at the end of the forties. And there were like a hundred of them left. It was a plane whose fuselage was in the shape of the hull of a boat. Its wings were on top; and it could land on a runway or in the water.

SJ: 那是一架海蜂式飞机。海蜂式飞机是二战时期的飞机。它们的生产可能在四十年代末就停止了。现在只剩下大约一百架。这种飞机的机身呈船体形状，机翼在上方，可以在跑道或水面上着陆。

He bought one. He had just gotten it, and he called me up and said, "Hey, there's a Seabee fly-in up at Trinity Lake. [...] Do you want to go?" I said, "Sure. Let's go." So, we get in the Seabee plane [...] and we land in Lake Shasta. We got out and went for a swim, and it was really great. Really great. So we take off again, and it's getting kind of hot. Bob pulls a lever that he thinks is the air ventilation. But he pulls the wrong lever. He pulled the lever that locks the wheels.

他买了一个。他刚刚得到它，然后给我打电话说：“嘿，Trinity Lake 有一个海蜜蜂飞行聚会。你想去吗？”我说：“当然。我们去吧。”于是，我们坐上海蜜蜂飞机.....然后降落在Shasta湖。我们下了飞机去游泳，真的很棒。非常棒。然后我们再次起飞，天气变得有点热。Bob拉了一个他认为是空气通风的杆子。但他拉错了杆子。他拉了锁定轮子的杆子。

We get to Trinity Lake, and he's landing on the runway [...] and we hit the tarmac. The wheels on the wings, of course, are locked, so the plane immediately lunges forward. Sparks start flying. We very nearly flipped the plane over. It was only due to his excellent piloting that we survived.

我们到达三一湖，他降落在跑道上[...]我们撞上了停机坪。当然，机翼上的轮子已经锁定，所以飞机立即向前冲。火花四溅。我们几乎翻了飞机。只有由于他出色的驾驶技术，我们才幸存下来。

And I was imagining, as this was all happening, the headlines: "Bob Noyce and Steve Jobs Killed in Fiery Plane Crash." I think it was pretty close. ∞

当这一切发生时，我想象着头条新闻：“Bob Noyce 和 Steve Jobs 在飞机坠毁中身亡。”我认为这相当接近。✂

SJ: I was young. I was in my late twenties. And Bob was—gosh, he must have been in his later forties.

SJ: 我当时很年轻，才二十多岁。而鲍勃嘛，他应该已经四十多岁了。

LB: He was born in '27.

LB: 他出生于27年。

SJ: Yeah, and I was born in '55. So almost thirty years. Yeah, so, he was in his—well, Jesus—in his early fifties. And now that I'm approaching fifty, it's easy to see how people in their fifties know more than people in their twenties.

SJ: 是的，我出生于55年。所以差不多30年了。是的，所以，他当时大约50多岁。现在我快50岁了，很容易看出50多岁的人比20多岁的人更有经验。

He just kind of tried to give me the lay of the land and tried to give me a perspective that I could only partially understand.

他只是试图向我介绍情况，并试图给我一些我只能部分理解的观点。

I think he was interested in what someone in their twenties thought too. And he was fascinated by the personal computer. The personal computer and Intel had nothing to do with each other at that time. So he was fascinated by that stuff. That was it. So we just, we just became buddies.

我认为他也对二十多岁的人的想法感兴趣。他对个人电脑很着迷。当时个人电脑和英特尔没有任何关系。所以他对这些东西很着迷。就是这样。所以我们成为了朋友。

LB: Do you recall any specific conversations or any situations where you were thinking one thing and he was suggesting otherwise, and you did or didn't listen?

LB: 您是否记得任何特定的对话或情境，在那里您在思考一件事情，而他则提出了不同的建议，您是否听从或未听从？

SJ: The things I remember are not the business things. It's actually more personal stuff. I remember him trying to teach me how to ski

better. I remember when I got fired from Apple, he was one of the first people to call me.

SJ：我记得的事情不是商业上的事情。实际上更多是个人的事情。我记得他曾试图教我如何滑得更好。我记得当我被苹果解雇时，他是第一个打电话给我的人之一。

He just had a lot of soul. And I think he was the soul of Intel. Gordon [Moore] and Andy [Grove] are fantastic, but I think Bob, Bob was the soul of that place. ∞

他只是有很多灵魂。我认为他是英特尔的灵魂。戈登·摩尔和安迪·格鲁夫都很棒，但我认为鲍勃，鲍勃是那个地方的灵魂。

LB: One of my favorite quotes from him is where he says that optimism is the essential ingredient for innovation.

LB：他说的我最喜欢的一句话是，乐观是创新的必要因素。

SJ: Well, it's optimism and passion, because it's really hard. And if you don't really, really care about what you're doing, you're gonna give up if you're a sane person—because it's just super hard. I'm sure it was extremely hard for him at times. ∞

SJ：嗯，这是乐观和热情，因为这确实很难。如果你不是真的非常关心你正在做的事情，你会放弃，如果你是一个理智的人——因为这太难了。我相信有时候对他来说也是极其困难的。∞<

SJ: When you get into your fifties—I'm forty-eight, I'm kind of there, pretty much—you're not grabbing the pencil out of the twenty-five-year-old's hand to do it better than they are. If you're smart, you're hiring twenty-five-year-olds who are smarter than you. You know things that they don't know, and they know things that you don't know, and it all works.

SJ：当你进入五十多岁时——我已经四十八岁了，差不多到了——你不会从二十五岁的人手中抢过铅笔，比他们做得更好。如果你聪明的话，你会雇用比你更聪明的二十五岁的人。你知道他们不知道的事情，他们知道你不知道的事情，这一切都能够运作。

It shouldn't have been Bob that was designing the breakthrough chips, and if it was, then he ain't running the company. His job was to, number one, recruit; number two, set an overall direction; and number three, you know, inspire and cajole and persuade. And if that's what he's known for, that means he's doing the job. He had his

day when he was the young hotshot, and he came through. But that wasn't the job. ∞

他不应该是鲍勃在设计突破性芯片，如果是的话，那么他就不是公司的领导者。他的工作是，第一，招募；第二，设定总体方向；第三，你知道的，激励、哄骗和说服。如果这就是他所知道的，那就意味着他在做好这份工作。他曾经是年轻的高手，他经历了这一切。但那不是他的工作。∞

SJ: I called up him and Andy and a few other people, Jerry Sanders [the founder of microchip company AMD]. I just called them up and I said, "Look, I'm young and I'm trying to run with this company. I'm just wondering if I could buy you lunch once a quarter and pick your brain."

SJ: 我给他、安迪和其他几个人打了电话，包括微芯片公司 AMD 的创始人杰里·桑德斯。我只是给他们打了电话，说：“看，我很年轻，正在试图经营这家公司。我想知道我能不能每季度请你们吃午饭，向你们请教一下。”

And everybody I ever asked said yes. It was nice. Bob said yes. Andy Grove said yes; that was how I met Andy. Jerry Sanders said yes. It was pretty wonderful. I was very, very lucky, because I got to meet and get to know a little bit of Hewlett and Packard, too.

我问过的每个人都说了“是”。这很好。鲍勃说“是”。安迪·格鲁夫说“是”；那就是我认识安迪的方式。杰里·桑德斯说“是”。这非常美妙。我非常幸运，因为我还有机会见到并了解了一点惠普公司的人。

I sort of feel like that second era of the Valley, the semiconductor companies kind of leading into the early computer companies—I got to smell that, and I always held that very near and dear. And Bob was sort of why.

我有点感觉就像是那个山谷的第二个时代，半导体公司引领着早期的计算机公司 - 我得到了那种气息，我一直把它放在心里。而鲍勃就是其中的原因。

LB: Do you think this sort of generational link you're describing here, in terms of your own relationship with Bob and, to a lesser extent, your relationship with Hewlett and Packard—do you think it's a feature of the valley, or do you think you just got lucky and had the chutzpah to call these guys up?

LB: 你认为你在这里描述的这种代际联系，就你自己与鲍勃的关系，以及在较小程度上与休利特和帕卡德的关系，你认为这是硅谷的一个特

征，还是你只是幸运地有胆量给这些人打电话？

SJ: Well, I think I got lucky and had the chutzpah to call these guys up. However, there are other people who have chutzpah to call people up too. The Google guys called me up, so I had lunch with them. And so I think it still happens a little. I don't think it ever happened a lot, and I don't think it happens a lot now. But I think it still happens—it happened a little, and it still happens a little. Maybe most people aren't interested. They have their own things to worry about. ∞

SJ：我认为我很幸运，也很有胆量给这些人打电话。然而，还有其他人也有胆量给人打电话。Google的人给我打电话，所以我和他们一起吃了午餐。所以我认为这种情况仍然存在一点。我不认为它曾经很普遍，现在也不是很普遍。但我认为它仍然存在——它曾经存在，现在仍然存在一点。也许大多数人不感兴趣。他们有自己的事情要担心。∞

SJ: I think there's a tradition here [in Silicon Valley]. And that doesn't mean that it's a well-worn groove that you drop into. It's not that easy. But there's role models, and there's legends, and there's all sort of folklore—the kind of thing that makes a culture. And many people don't spend the time to learn about it, which is fine. But some people find themselves in it, and slowly start to absorb it and get curious as to what came before them.

SJ：我认为这里（硅谷）有一种传统。这并不意味着它是一个你可以轻易融入的老套路。但是有榜样、有传奇、有各种各样的民间传说——这就是文化的一部分。很多人不花时间去了解它，这也没关系。但有些人发现自己身处其中，慢慢开始吸收它，并对他们之前发生的事情感到好奇。

LB: And when you think of Bob giving you the lay of the land, is it along these sorts of lines, in some sense?

当你想到Bob向你介绍情况时，从某种意义上说，是沿着这些方面吗？

SJ: Oh yeah, absolutely. I mean, it's sort of like ... you know your olfactory sense is your most poignant sense in terms of its connection to your memory? You can smell something, in your thirties, and it'll take you right back to when you were seven years old. The gift that Bob gave me was that connection and sense of smell, that strong connection back to some wonderful era of this valley that I lived in but [only] through him got a very strong sense of what it was.

SJ: 哦，是的，绝对的。我的意思是，这有点像.....你知道你的嗅觉是与记忆最紧密联系的感官吗？你可以闻到某种气味，在你三十多岁时，它会把你带回到你七岁的时候。鲍勃给我的礼物是那种联系和嗅觉，那种强烈的联系，回到我生活过的这个山谷的美好时代，但是只有通过他，我才能非常强烈地感受到它是什么。

It's hard to explain. But if you could sort of transmit—when you smell that smell, and it takes you back to when you were seven—if you could give that to somebody else, that was kind of what he was able to give to me. And I don't know how it happens, but you know it. And I was curious.

很难解释。但如果你能够传递——当你闻到那个味道时，它会带你回到你七岁的时候——如果你能把那种感觉传递给别人，那就是他能够给我的。我不知道它是如何发生的，但你会知道它。我很好奇。

LB: Why does that sense of connection matter? Why is it so important to you?

LB：为什么那种联系感很重要？为什么它对你来说如此重要？

SJ: There's a human drama to most everything. You look at it sometimes, and it seems dry as history. But if you peel the onion, there's humanity underneath.

SJ：大多数事情都有人类的戏剧性。有时候你看它，似乎干巴巴的像历史。但是如果你剥开表面，下面有人性。

Just to understand what's going on now—you can't really do that unless you understand how it got here. There's a great quote by Schopenhauer. It's a great quote. I should pull this up. I'll get it all wrong. I've got to go up and get it.

只有了解事情是如何发展到现在的，才能真正理解现在正在发生什么。有一句很棒的Schopenhauer的名言，我应该找出来。我可能会记错，我得去找找。

[Goes upstairs, grabs Schopenhauer's On the Suffering of the World, and then reads from it on the stairs.] “He who lives to see two or three generations is like a man who sits some time in the conjurer's booth at a fair and witnesses the performance twice or thrice in succession. The tricks were meant to be seen only once; and when they are no longer a novelty and cease to deceive, their effect is gone.” ∞

[上楼，拿起叔本华的《世界的痛苦》，然后在楼梯上阅读。]“活到看到两三代人的人就像是在集市上的魔术师摊位上坐了一段时间，连续观

看了两三次表演。这些把戏只应该被看一次；当它们不再新奇并且停止欺骗时，它们的效果就消失了。”✂

SJ: The other thing I admired about Bob was that he gave up the CEO job at Intel. You know, he really did give it up. He wasn't trying to run it from a back room.

SJ：我钦佩鲍勃的另一件事是他放弃了英特尔的CEO职位。你知道，他真的放弃了。他不是在后房间试图掌控公司。

He understood how important it was to have a succession, to keep the company going, not have it just be a one-man show.

他明白继承的重要性，让公司继续发展，而不是成为一个单打独斗的表演。

Speech at Stanford's Graduate School of Business

斯坦福大学商学院研究生院的演讲

“You never know what's around the next corner.”

“你永远不知道下一个拐角会有什么。”

On May 29, 2003, Steve gave a talk to MBA students about his experience as CEO of Pixar and Apple. Two years later, he would deliver his seminal Stanford commencement address on the same campus.

在2003年5月29日，史蒂夫向MBA学生发表了关于他作为Pixar和苹果CEO的经验的演讲。两年后，他将在同一校园发表了他具有里程碑意义的斯坦福大学毕业典礼演讲。

Pixar is a very different kind of company than Apple. Apple is a company that has new products every few weeks. It's a company where you make ten important decisions a day, but if some of them are wrong, most of them are not terribly hard to correct a few months down the road.

Pixar是一家与苹果非常不同的公司。苹果是一家每隔几周就会推出新产品的公司。这是一家你每天要做出十个重要决策的公司，但如果其中一些决策是错误的，大多数决策在几个月后也不是非常难以纠正的公司。

Pixar is a company that has one new product a year, at best. That's the holy grail for us: to have a movie a year, and we are just about there. As CEO, you make a few important decisions a quarter—maybe three—but they are very hard to change if you decide you want to change them.

Pixar是一家每年最多只有一个新产品的公司。这是我们的终极目标：每年推出一部电影，我们已经接近实现了。作为首席执行官，你每个季度只需要做出几个重要的决策，但如果你决定要改变它们，这些决策就非常难以改变。

So, they are very, very different sides of the spectrum. However, you can look at Apple and say Apple is the most creative of the technology companies, and you can look at Pixar and say Pixar is by far the most technical of the creative companies, and in that sense, maybe they are striving for some ideal in the middle, coming from different ends of the spectrum. ∞

因此，它们是光谱的两个非常不同的方面。然而，你可以看看苹果，

说苹果是技术公司中最具创造力的，你可以看看皮克斯，说皮克斯是最具技术性的创意公司，从这个意义上说，也许它们正在努力实现一些理想，来自光谱的不同端点。

If we [Apple] come up with a dozen innovations in a year, we can maybe advertise four or five of them. We can't advertise more than that because, even if we had all the money in the world, the customer would get very confused with all these messages coming at them on TV. What do you do with the other half-dozen innovations you come up with? You know: six, seven, eight, nine, ten innovations? You have to communicate those with the customer at the point of sale. And it [the existing distribution channel] was not capable of that. So we decided to start our own. So that's why we got into retail.

如果我们[苹果公司]一年推出十二项创新，我们可能只能宣传其中的四到五项。我们不能宣传更多，因为即使我们拥有全世界的钱，客户也会因为电视上传递的所有这些信息而感到非常困惑。那么你会怎么处理你提出的另外六项创新呢？你知道：六、七、八、九、十项创新？你必须在销售点向客户传达这些信息。而现有的分销渠道无法做到这一点。所以我们决定自己开展零售业务。这就是我们进入零售业的原因。

We did things a little differently. Our goal in retail was not just to sell to the 5 percent of people who own our products today; it was to go for the other 95. And we decided they would not drive ten miles to look at an Apple Store if they weren't at all interested in buying our products.

我们做事情有些不同。我们在零售方面的目标不仅仅是向今天拥有我们产品的5%的人销售；我们的目标是争取另外的95%。我们决定，如果他们对购买我们的产品没有任何兴趣，他们不会开车十英里去看苹果商店。

We decided we had to ambush them. What that meant was that we had to go to high-traffic locations and put stores there. They [customers] didn't have to take the risk of driving ten miles to find out they weren't interested. They just had to take the risk of walking ten feet because they were walking by anyway, and they knew they could escape rapidly if it was something they hadn't wanted. So we paid extra money for great locations and put them on great streets like University Avenue [in Palo Alto] and the A [-grade] malls across the country. And the real estate we've got is just A+. ∞

我们决定必须伏击他们。这意味着我们必须去高流量的地方并在那里开店。他们（顾客）不必冒着开车十英里发现他们不感兴趣的风险。他们只需要冒着走十英尺的风险，因为他们无论如何都会经过，而且他们知道如果是他们不想要的东西，他们可以迅速逃脱。因此，我们为了得到绝佳的位置而支付额外的费用，并将它们放在像帕洛阿尔托的大学大

道和全国各地的A级购物中心等绝佳的街道上。我们拥有的房地产只是A+。✂

I learned this at Pixar: technology companies and content companies have absolutely no understanding of each other. None. It's worse than you'd ever imagine. In Silicon Valley, most people think the creative process is a bunch of guys in their early thirties sitting on a couch, drinking beer, and thinking up jokes. Really. They really do.

我在皮克斯学到了这一点：科技公司和内容公司彼此之间完全没有理解。没有。这比你想象的还要糟糕。在硅谷，大多数人认为创意过程是一群三十多岁的家伙坐在沙发上喝啤酒，想出笑话。真的。他们真的这么认为。

And yet I've watched people at Pixar making these films, and they work as hard as I've seen anybody in a technology company ever work. The creative process is as disciplined as any engineering process I've ever seen in my life. And they're as passionate about it as any technical person I've ever seen.

然而，我看过皮克斯的人制作这些电影，他们的工作和我见过的任何技术公司的人一样努力。创意过程像我一生中见过的任何工程过程一样有纪律。他们对此的热情像我见过的任何技术人员一样。

On the other hand, the content companies have no appreciation of the creative process in the technical companies. They think that technology is something that you write a check for and buy. That's it. And they do not understand that there's a wide, dynamic range of capability and elegance. They don't understand the creativity in the process. So these are like ships passing in the night. ✂

另一方面，内容公司对技术公司的创意过程没有任何欣赏。他们认为技术只是一种可以写支票购买的东西。他们不理解技术公司具有广泛、动态的能力和优雅。他们不理解创意过程中的创造力。因此，这些公司就像在夜晚相遇的船只。

The most important lesson I ever learned was that you have to hire people better than you are. [...] In normal life, the difference in dynamic range from average to best is usually 30, 40, 50 percent. Twice as good: rarely. So the difference between an average meal in downtown Palo Alto tonight and the best one—maybe it's two to one. Flight home, if you're going home for the holidays: 50 percent difference. Rental cars, breakfast cereals. I don't know, pick one.

我学到的最重要的一课是你必须雇用比你更优秀的人。在正常生活中，从平均水平到最好水平的动态范围通常是30%，40%，50%。两倍好：很少见。因此，今晚在帕洛阿尔托市中心的一顿普通饭和最好的

一顿饭之间的差别可能是两倍。回家的航班，如果你要回家过节：差别可能达到50%。租车，早餐麦片。我不知道，随便选一个。

But I saw that Woz [Apple co-founder Steve Wozniak]—one guy—having meetings in his head could run circles around two hundred engineers at Hewlett-Packard. That's what I saw. And I thought, "Wow." And I didn't really understand it at first.

但我看到沃兹（苹果联合创始人史蒂夫·沃兹尼亚克）——一个人——在他的头脑中开会，可以比惠普公司的两百名工程师更出色。这就是我看到的。我想，“哇。”起初我并不真正理解它。

Then I started to understand it. It took me about ten years to actually try to put it into practice. Because you'd try to hire and find those people. And they're really hard to find. And everyone says they are all prima donnas. But it turns out that when they work with each other, they're not prima donnas. They really like it. The first time I tried to build that organization—that was the Mac team. And it really worked. I saw a team of fifty people do something that literally hundreds, or thousands, of people at other companies couldn't do. And so I've since then always tried to find really great people who love what they are doing and are extremely good at it. And sometimes they have experience, and sometimes they're really young. They're diamonds in the rough—and you hire them and take chances on them. But that's been the most important lesson I've learned in business: that the dynamic range of people dramatically exceeds things you encounter in the rest of our normal lives—and to try to find those really great people who really love what they do. ∞

然后我开始理解了。实际上，我花了大约十年的时间才真正尝试将其付诸实践。因为你会尝试雇用和寻找那些人。他们真的很难找到。每个人都说是自以为是的人。但事实证明，当他们彼此合作时，他们并不是自以为是的人。他们真的很喜欢这样。我第一次尝试构建那个组织，那就是Mac团队。它真的起作用了。我看到了一个由50个人组成的团队做了其他公司数百或数千人无法做到的事情。因此，自那以后，我一直试图找到真正热爱自己所做的事情并且非常擅长的人。有时他们有经验，有时他们非常年轻。他们是未经雕琢的钻石，你雇用他们并冒险。但这是我在商业中学到的最重要的一课：人的动态范围远远超出了我们在正常生活中遇到的事物，要尝试找到那些真正热爱自己所做的事情的伟大人才。∞

I was basically fired from Apple. And that was really hard. So I'm sure I learned a lot from that. [Audience laughs.] I did. I did learn a lot from that. And as a matter of fact, there would have been no Pixar if that hadn't happened. Life's funny in this way. Sometimes your greatest strengths are your greatest weaknesses. Sometimes your

greatest adversities, you learn the most from. I don't know.

我基本上是被苹果公司解雇了。那真的很难受。所以我肯定从中学到了很多。[观众笑了。]我确实学到了很多。事实上，如果那件事没有发生，就不会有皮克斯动画公司。生活就是这样有趣。有时你最大的优点也是你最大的弱点。有时你从最大的逆境中学到了最多。我不知道。

But there wouldn't be a Pixar if it hadn't been for that. But life is funny, you know? I never would have thought I'd end up back at Apple, but here I am. So it's a circus world, and you never know what's around the next corner.

但如果没有那个，就不会有皮克斯。但生活很有趣，你知道吗？我从来没有想过我会回到苹果，但我在这里。所以这是一个马戏团的世界，你永远不知道下一个拐角会有什么。

People say you learn more from failures than you do from successes, and that's probably true. And I've made more mistakes than most people I know. But getting older does that [helps you grow] too. You get married. You know, you have a family. And your perspective starts to change on things.

人们说你从失败中学到的比从成功中学到的更多，这可能是真的。我犯的错误比我认识的大多数人都要多。但年龄的增长也会帮助你成长。你结婚了。你知道，你有了家庭。你的观点开始改变。

When I was young, if I had to fire somebody, I didn't think—to be honest, I didn't think twice about it. When you get a little older, and maybe you have kids, you realize that the person you have to fire—even if they totally screwed up, they *should* be fired, you should have fired them months ago, anyone else would have fired them last year—even so, you realize that that person is going to have to go home to their wife and their children and tell them they got fired today and that they don't have a job anymore. You realize that.

当我年轻的时候，如果我不得不解雇某人，我没有考虑过——说实话，我没有考虑过两次。当你变得有点年纪大了，也许你有了孩子，你意识到，即使那个你必须解雇的人——即使他们完全搞砸了，他们应该被解雇，你应该在几个月前解雇他们，任何其他人去年都会解雇他们——即使如此，你意识到那个人将不得不回家告诉他们的妻子和孩子们他们今天被解雇了，他们没有工作了。你意识到这一点。

So part of it is nothing that you do yourself, no accomplishments you achieve. It's just the process of getting older and kicked around, and maybe a little wiser in the process. That's, more than anything, probably what it is. ∞

所以其中一部分并不是你自己做的，也不是你取得的成就。这只是变

老和被踢来踢去的过程，也许在这个过程中会变得更加明智。这可能是最重要的东西。∞

[When I returned to Apple in 1997,] the individual contributors were phenomenal. And I asked a lot of these guys, “Why did you stay?” And they said, “Because we bleed six colors.” I heard that from a lot of people—there were six colors in the old Apple logo. It was management that was a problem. So we actually got rid of most of the management team and promoted a lot of these young people into management positions.

[当我在1997年回到苹果公司时，]个人贡献者非常出色。我问了很多这些人，“你们为什么留下来？”他们说，“因为我们流着六种颜色的血液。”我从很多人那里听到过这个说法——旧的苹果标志中有六种颜色。问题在于管理层。所以我们实际上摆脱了大部分管理团队，并提拔了很多年轻人到管理职位。

And what I found is that nobody in their right mind wants to be a manager. *[Audience laughs.]* It’s true. It’s a lot of work, and you don’t get to do the fun stuff. But the only good reason to be a manager is so some other bozo doesn’t be the manager—and ruin the group you care about.

我发现的是，没有一个理智的人想成为经理。*[观众笑了。]*这是真的。这是很多工作，你不能做有趣的事情。但成为经理的唯一好理由，是，这样其他的笨蛋就不会成为经理，破坏你关心的团队。

Really. And if you’ve lived through a bad situation where you’ve had bad management, you’ll do anything to not have your group destroyed by that again. And you will even step up and be the manager yourself, even though you don’t want to do that.

真的。如果你经历过糟糕的管理情况，你会尽一切努力避免再次让你的团队被摧毁。即使你不想成为经理，你也会挺身而出，自己担任经理。

And I talked a few hundred people into doing that. And 90, over 90 percent of them have turned into extraordinary managers. Extraordinary. So that’s what saved Apple, those people right there. And it’s been one of the great experiences of my life to have the privilege of working with them. ∞

我说服了几百人这样做。超过90%的人已经成为非凡的经理。非凡的。所以那些人拯救了苹果。有幸与他们一起工作是我生命中的一次伟大经历。

There’s a lot of management techniques. I’m sure you study a lot of management techniques. When I was younger, it was management

by objective. It's all a crock. They're all after-the-fact management techniques: "You've failed, and I know that because we are going out of business tomorrow." All after the fact. "You've ruined this department; all the good people have left. So now I'm firing you." "You've accomplished none of your objectives." It doesn't work.

有很多管理技巧。我相信你学习了很多管理技巧。当我年轻的时候，是目标管理。这都是胡扯。它们都是事后管理技巧：“你失败了，我知道因为我们明天就要破产了。”都是事后的。“你毁了这个部门，所有好的人都离开了。所以现在我要解雇你。”“你没有完成任何目标。”这是行不通的。

And a really smart guy I met a long time ago who used to teach at Disney University—Walt Disney recruited him to run Disney University, actually—he told me about his point of view, which I've remembered to this day. He called it management by values. What that means is you find people that want the same things you want, and then just get the hell out of their way.

很久以前我遇到了一个非常聪明的人，他曾经在迪士尼大学教书——事实上，沃尔特·迪士尼曾经招募他来管理迪士尼大学——他告诉我他的观点，我至今还记得。他称之为价值观管理。这意味着你要找到那些想要与你达成相同目标的人，然后尽可能地让他们自己去做。

The way I describe it is, let's say we're all going to take a trip together. The first thing is to figure out where we all want to go. The worst thing is if we all decide we want to go to different places. You can never manage it. *[Pointing]* You want to go to New Orleans. You want to go somewhere else. I want to go to San Francisco. You want to go to San Diego.

我描述的方式是，假设我们都要一起旅行。第一件事是弄清楚我们都想去哪里。最糟糕的是，如果我们都决定去不同的地方。你永远无法管理它。*[指着]*你想去新奥尔良。你想去其他地方。我想去旧金山。你想去圣迭戈。

It doesn't work. Right?

它不起作用。对吗？

But if we all want to go to San Diego, that's the key. Then we can argue about how to get there. *[Pointing]* You think it's better to walk. You think it's better to take a plane. You think it's better to take a train. We'll figure that *[part]* out. Because if I say, "I want to take a train to San Diego," and somebody goes, "That's really stupid! It will take three days! We can fly and be there in an hour," I'll go, "Oh. OK." Because, actually, *I want to go to San Diego*. So if I can get there in an

hour [flying], I'll ditch my idea about the train.

但是如果我们都想去圣迭戈，那就是关键。然后我们可以争论如何到达那里。[指着] 你认为走路更好。你认为坐飞机更好。你认为坐火车更好。我们会解决这个问题。因为如果我说，“我想坐火车去圣迭戈”，有人会说，“那真的很愚蠢！需要三天时间！我们可以坐飞机一个小时就到了”，我会说，“哦。好的。”因为实际上，我想去圣迭戈。所以如果我可以在一个小时内到达那里[坐飞机]，我会放弃坐火车的想法。

That's what management by values is. It's finding people with passion that want to go to San Diego—who want to go to the same place you want to go to! Right? That's the key.

这就是价值观管理。它是找到有热情的人，他们想去圣迭戈 - 他们想去你想去的地方！对吧？这就是关键。

And so, what happened at Apple was that Apple's goals used to be to make the best personal computers in the world. And then the second goal was to make a profit so we could keep on doing number one. Right?

因此，苹果公司曾经的目标是制造世界上最好的个人电脑。然后第二个目标是盈利，以便我们能够继续实现第一个目标。对吧？

What happened was that, for a time, those got reversed: “We want to make a bunch of money, and so, OK, to do that, we're going to have to make some good personal computers.” But it didn't work. It never works. And so things start to fall apart.

发生的事情是，在一段时间内，这些事情被颠倒了：“我们想赚很多钱，所以，好吧，为了做到这一点，我们将不得不制造一些好的个人电脑。”但是它没有奏效。它从来没有奏效。因此，事情开始崩溃。

Those subtle changes in values can mean everything. The higher up in the organization they are, the more pervasive influence they have. So if you want to preserve something, what you want to do is have a good enough place to go, that's got a long enough focal length that it will survive over time, that everybody agrees on—and not codify how you're going to get there. So that each generation can argue anew about the best way to get to San Diego, and they're not just taking your footsteps on how you got there. You see what I'm saying? But all the people want to go to the same place.

那些微妙的价值变化可能意味着一切。他们在组织中的地位越高，影响力就越普遍。因此，如果你想保护某些东西，你需要有一个足够好的地方去，它有足够长的焦距，可以随着时间的推移而生存下来，每个人都同意这一点，而不是规定你要如何到达那里。这样，每一代人都可以重新争论到达圣迭戈的最佳方式，而不仅仅是按照你的脚步来走。你明

白我的意思吗？但所有的人都想去同一个地方。

And that's one of my mantras around Apple and Pixar: that recruiting is the most important thing that you do. Finding the right people—that's half the battle.

这是我在苹果和皮克斯的座右铭之一：招聘是你所做的最重要的事情。找到合适的人才，那就是成功的一半。

Well, thank you guys for the chance to be with you. I appreciate it very much.

好的，谢谢大家给我机会和你们在一起。我非常感激。



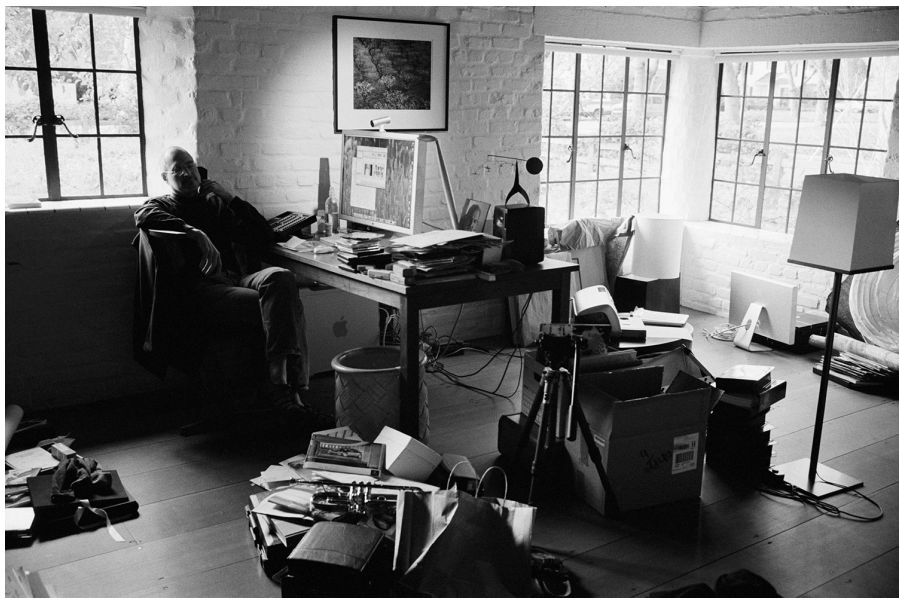
"He's my favorite of all time."

"他是我有史以来最喜欢的人。"



Steve's harmonicas. He learned to play while hitchhiking.

史蒂夫的口琴。他是在搭便车时学会弹奏的。



In his home office, 2004.

在他的家庭办公室，2004年。



"Make what you love your work."

把你所热爱的变成你的工作。

Drafting the Stanford Commencement Address

起草斯坦福毕业典礼演讲

In January 2005, John Hennessy, the president of Stanford, asked Steve to give the commencement address to that spring's graduating class. Steve agreed.

在2005年1月，斯坦福大学校长约翰·亨尼西邀请史蒂夫发表演讲，为当年春季毕业典礼献辞。史蒂夫接受了邀请。

On and off for the next six months, Steve took stabs at writing his talk. He emailed stories and memories to himself. He asked friends, Apple colleagues, and the screenwriter Aaron Sorkin for their thoughts. In the end, however, he wrote the speech on his own. Even three days before the event, Steve was unsatisfied with his talk. He sent it to a friend, warning, "I'll send it to you, but please don't puke. I never do stuff like this." He was still refining the speech the morning that he gave it. Uncharacteristically, Steve read from the lectern, rather than memorizing his text (as he did with Apple keynotes) or speaking extemporaneously from a few scrawled notes (as he did in nearly every other talk).

在接下来的六个月里，史蒂夫断断续续地尝试着写他的演讲。他给自己发电子邮件，分享故事和回忆。他向朋友、苹果同事和编剧艾伦·索金征求意见。然而，最终他还是独自写下了演讲稿。即使在活动前三天，史蒂夫仍然对他的演讲不满意。他把它发送给一个朋友，并警告说：“我会把它发给你，但请不要呕吐。我从来不做这样的事情。”他甚至在演讲当天早上还在修改演讲稿。与往常不同的是，史蒂夫从讲台上读稿，而不是像他在苹果的主题演讲中那样记忆演讲稿，或者像他在几乎所有其他演讲中那样即兴发挥。

Steve was happy with the speech—he emailed himself a copy a few days after giving it—but he generally deflected the praise that he received for it. "I bought it on CommencementSpeeches.com," he joked to one person. The commencement address has been viewed millions of times online and is included in school curricula around the world. The following are ideas Steve emailed to himself as he drafted the talk.

史蒂夫对演讲感到高兴——在演讲几天后，他给自己发了一份副本——但他通常会转移他因此而受到的赞扬。“我在CommencementSpeeches.com上买的，”他对一个人开玩笑说。这个毕业典礼演讲已经在网上被观看了数百万次，并被包括在全球的学校课程中。以下是史蒂夫在起草演讲时给自己发的想法。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Commencement

主题：毕业典礼

Date: January 15, 2005, 10:35 a.m.

日期：2005年1月15日，上午10:35。

This is the closest I've ever come to graduating from college

这是我离大学毕业最近的一次。

- they've asked me to say a few things today that you can learn from

他们今天要求我说一些你们可以学习的事情。

- I should be learning from you

我应该向你学习。

1. Habits are very powerful things

习惯是非常强大的东西。

- 20 years - now until you're 42

20年 - 从现在开始到你42岁。

- meditate 20 minutes a day

每天冥想20分钟。

- walk to work (30 minutes $\times$ 2 = 1 hour/day $\times$ 5 days/week = 250/yr $\times$ 20 years = 5000hrs / 10 hours per day = 500 days => 1 year

步行上班 (30分钟 $\times$ 2 = 每天1小时 $\times$ 5天/周 = 250小时/年 $\times$ 20年 = 5000小时/每天10小时 = 500天 => 1年以上)。

2. You are what you eat

你吃什么，就是什么。

- how many cows, chickens, milk, soda, coffee

多少头牛、鸡、牛奶、苏打水、咖啡。

- fasting (jesus) 1 day per week

每周禁食（耶稣）1天

3. Curiosity

3. 好奇心

- autobiography of a yogi quote “what is miraculous is all around us”

一个瑜伽士的自传引用：“神奇的事情就在我们身边”。

4. When I was 20 years old I took classes here just as Apple was getting started

当我20岁时，就在苹果公司刚刚起步的时候，我在这里上课。

- no money

没有钱。

- my wife and I donating in your name one free scholarship per year for offbeat student

我和我的妻子以你的名义每年捐赠一份免费的奖学金给非传统学生。

You are going into a crazy world

你正在进入一个疯狂的世界。

- nuclear, biological weapons, less than great leadership, etc Gandhi quote - become the change you want to see in the world

核武器、生物武器、不太出色的领导等甘地名言 - 成为你想要看到的改变。

So, I'm going to focus on you - your inner world - how you approach your life

所以，我将专注于你 - 你的内心世界 - 你如何对待你的生活。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Stanford Speech

主题：斯坦福演讲

Date: May 1, 2005, 11:10 p.m.

日期：2005年5月1日，晚上11:10。

I never graduated from college. Matter of fact, this right here is the closest I've ever got to a college graduation. So, if you're foolish enough to listen to me today, I want to give you three pieces of advice as you leave college.

我从未大学毕业。事实上，这是我离大学毕业最近的时刻。所以，如果你今天愚蠢到听我的话，我想给你三条建议，让你离开大学。

First, when I was around your age I made the public statement "Don't trust anyone over 30." Of course I meant it at the time. Now I am 50 years old, and it's funny how, when you get to be my age, you begin to see more value in experience. But whether its sheer IQ points or life's experience, the first piece of advice I want to give you is to try to always surround yourself with people smarter than you. This is how you get smarter and deeper. It doesn't matter what their field is. They can be from a completely different walk of life than you - in fact, that's even better. Not long after we started Apple I hired a genius engineer who was terribly old at the time - I think he was in his 40s - who was, in addition to being the best analog engineer on the planet, was also a revolutionary socialist. He turned me on to Das Kapital and America's 60 Families and things I had never been exposed to before.

首先，当我和你差不多年龄时，我发表了公开声明“不要相信30岁以上的人。”当然，当时我是认真的。现在我已经50岁了，有趣的是，当你

到了我的年龄，你开始看到经验的价值。但无论是纯粹的智商还是生活经验，我想给你的第一条建议是，尽量让自己周围都是比你更聪明的人。这是你变得更聪明和更深入的方法。他们的领域并不重要。他们可以来自完全不同的生活领域 - 实际上，这更好。在我们刚开始创办苹果公司不久之后，我雇了一位天才工程师，当时他已经很老了 - 我想他已经40多岁了 - 他不仅是地球上最好的模拟工程师，而且还是一位革命社会主义者。他让我接触到《资本论》、《美国的60个家族》等我以前从未接触过的东西。

You have begun your 20s, and during this decade you will meet many amazing people. And some great teachers - mentors - who you will never forget. But remember, a teacher is someone who stands with you in the dark and holds their flashlight just long enough for you to find your own flashlight.

你已经开始了你的二十岁，这个十年里你会遇到许多了不起的人。还有一些伟大的老师-导师-他们会让你终身难忘。但请记住，老师是那些在黑暗中与你并肩站立，只为你点亮手电筒，让你找到自己的手电筒的人。

Second,

第二，

Third, we are all going to die. You are going to die

第三点，我们都会死。你也会死。

Added May 2, 7:20 p.m.

添加于5月2日晚上7:20。

A wise observer of the economic scene once commented that “what can be left to later, usually is -- and then, alas, it’s too late.” I don’t want to let that stand as the epitaph of what has been an unparalleled period of success for the American economy and of enormous potential for the world at large.

经济形势的明智观察者曾经评论说，“通常可以留到以后的事情，通常就会留到以后——然后，唉，为时已晚。”我不想让这成为美国经济取得了空前成功和世界各地巨大潜力的墓志铭。

Added May 5, 6:55 a.m.

添加于5月5日上午6:55。

STAY CURIOUS

保持好奇心

Reed - taking calligraphy - no practical value - learned about typography, fonts, etc - 10 years later working on mac - if I had never taken class then no multiple fonts, proportional spaced multiple fonts on Macs or PCs

芦苇 - 学习书法 - 没有实际价值 - 学到了排版、字体等知识 - 10年后在Mac上工作 - 如果我从未上过这门课，那么Mac或PC上就没有多种字体、比例间距的多种字体。

ENDING

结局

When I was your age there was an amazing publication called The Whole Earth Catalog which influenced my generation. It was created not far from where we stand today. They put out several issues, and then when it had run its course put out a final issue which, on the back cover had a photograph of a country road in the morning, the kind you might find yourself hitchhiking on if you were so adventurous, with the saying "Stay hungry. Stay foolish." It was their farewell morsel of wisdom to us all. Stay Hungry. Stay Foolish. And I have always wished that for myself. And I wish that for you.

当我和你一样年轻的时候，有一本名为《全球综合目录》的杂志，它影响了我的那一代人。它是在我们今天所站的地方不远处创造的。他们出版了几期，然后当它的使命完成时，发行了最后一期，封底有一张清晨的乡间公路照片，如果你有冒险精神，可能会在上面搭便车，上面写着“保持饥饿，保持愚蠢。”这是他们对我们所有人的告别智慧。保持饥饿，保持愚蠢。我一直希望自己能做到这一点。我也希望你能做到。

Thank you very much.

非常感谢。

Added May 5, 9:09 a.m.

添加于5月5日上午9:09。

When I was your age there was an amazing publication called The Whole Earth Catalog which influenced my generation. It was created in Menlo Park, not far from where we stand today. They put out several issues, and then when it had run its course put out a final issue. That was 1974, and I was your age. One the back cover of their final issue was a photograph of an early morning country road, the kind you might find yourself hitchhiking on if you were so adventurous, with the words: “Stay hungry. Stay foolish.” It was their farewell jewel of wisdom as they signed off. Stay Hungry. Stay Foolish. And I have always wished that for myself. And [now] I wish that for you. Thank you very much.

当我和你一样年轻的时候，有一本名为《全球综合目录》的杂志影响了我的那一代人。它是在距离我们今天所站的地方不远的门洛帕克创建的。他们出版了几期，然后在它的生命周期结束时出版了最后一期。那是1974年，我和你一样年龄。在他们最后一期的封底上，有一张清晨乡间小路的照片，如果你有冒险精神，你可能会在上面搭便车，上面写着：“保持饥饿，保持愚蠢。”这是他们告别的智慧之宝。保持饥饿，保持愚蠢。我一直希望这样做。现在，我也希望这样对你。非常感谢。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: You can't plan to meet the people who will change your life

主题：你不能计划遇见那些会改变你生命的人。

Date: June 7, 2005, 11:46 p.m.

日期：2005年6月7日，晚上11:46。

You can't plan to meet the people who will change your life. I am invited to speak at Stanford's business school once or twice a year, and I always try to do it. I had accepted an invitation to speak one

Thursday late in the afternoon, and I wasn't feeling very well and I had a dinner later that evening with some important customers up at a winery on Page Mill Road. The room for my talk wasn't large enough, and all the seats were full so some of the students were sitting in the aisles. One of the professors asked them to clear the aisles in case a fire marshal should appear, and one girl who was being evicted quickly sat down in one of the four seats they had left vacant in the front row for me and whatever entourage I might be bringing. When I arrived alone and sat down in the front row, it didn't take me long to notice this really cute girl sitting next to me. I think she was stunned when it was me that got up to speak. And I knew something was up when I was staring at her, forgetting what I was talking about mid-sentence. After my talk, I stayed around to speak with some students, and she stayed too. But then she left. I didn't know who she was, and thought I might never see her again. So I wound things up and left too, and I caught up with her in the parking lot. I asked her if she would have dinner with me on Saturday.

你不能计划见到改变你生活的人。我每年都会被邀请在斯坦福商学院演讲一两次，我总是尽力赴约。有一次，我接受了一个在星期四傍晚演讲的邀请，当时我感觉不太舒服，晚上还有一个在佩奇米尔路上的酒庄与一些重要客户共进晚餐。我的演讲室不够大，所有的座位都坐满了，所以一些学生坐在通道里。其中一位教授要求他们清空通道，以防万一消防队员出现，于是一个被驱逐的女孩迅速坐在前排留给我的四个空位中的一个上面。当我独自一人到达并坐在前排时，我很快就注意到了这个非常可爱的女孩坐在我旁边。我想当她发现是我上台演讲时，她一定很震惊。当我盯着她看，忘记了自己正在说什么时，我知道有些事情发生了。演讲结束后，我留下来与一些学生交谈，她也留下来。但后来她离开了。我不知道她是谁，以为可能再也见不到她了。于是我收拾好东西离开了，然后在停车场追上了她。我问她周六晚上是否和我一起吃饭。

She said yes and gave me her phone number. As I was walking to my car, I asked myself: "If this was the last day of my life, would I rather have dinner with the important customers or her?" I raced back to her car, just as she was about to drive off, and asked her "How about dinner tonight?" She said: "Sure," and we were married 18 months later. Yea, it might have worked out if I had waited until Saturday night, and those customers might have given us a few more orders if I had shown up.

她说了“是”的话，还给了我她的电话号码。当我走向我的车时，我问自己：“如果这是我生命中的最后一天，我宁愿和重要的客户还是和她共进晚餐？”我飞奔回她的车，就在她准备开车离开的时候，问她：“今晚一

起吃晚餐怎么样？”她说：“好啊”，18个月后我们结婚了。是的，如果我等到周六晚上，也许也会有同样的效果，如果我去见那些客户，他们也许会给我们更多的订单。

But who knows, maybe she had a hot date Friday night and things would have turned out much differently... . You can't plan to meet the people who will change your life. It just happens. Maybe its random, maybe its fate. Either way, you can't plan for it. But you want to recognize it when it happens, and have the courage and clarity of mind to grab onto it.

但谁知道呢，也许她周五晚上有一个热情的约会，事情可能会变得非常不同...你不能计划遇到那些会改变你生活的人。它只是发生了。也许是随机的，也许是命运。无论哪种方式，你都不能为此做出计划。但是当它发生时，你想要认识到它，并有勇气和清晰的头脑去抓住它。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Starting Apple

主题：启动苹果

Date: June 7, 2005, 11:55 p.m.

日期：2005年6月7日，晚上11:55。

When my partner, Steve Wozniak, and I started Apple, most of our friends and our family told us we were nuts. Woz had a great job designing handheld calculators at Hewlett Packard and I had a fun job designing games at Atari. And we were giving them up to start this company to make a primitive computer on a PC board that a handful of hobbyists, mostly our friends, might buy for less than it costs us to make. I remember talking to Woz, and saying: "We may fail, but we have no responsibility now, no wives, no kids, no house payments, nothing. If we don't do this now, we never will. We have nothing to lose - the worst we'll get out of this is that we'll have the memories of having gone for it." To give ourselves the experience of

participating in what Bill Hewlett and Dave Packard did-- to start a company. So rather than invest in better cars, or better apartments, or our bank accounts, we decided to invest in ourselves.

当我的合伙人史蒂夫·沃兹尼亚克和我创办苹果公司时，我们的大多数朋友和家人都告诉我们我们疯了。沃兹在惠普公司设计手持计算器的工作非常好，而我在Atari设计游戏的工作也很有趣。我们放弃了这些工作，开始创办这家公司，制造一块基于PC板的原始计算机，只有一小部分业余爱好者，大多是我们的朋友，可能会以比我们制造成本更低的价格购买。我记得和沃兹谈话时说：“我们可能会失败，但现在我们没有责任，没有妻子，没有孩子，没有房屋付款，什么都没有。如果我们现在不这样做，我们永远不会这样做。我们没有什么可失去的——最坏的结果是我们会有去尝试的回忆。”为了让自己体验参与比尔·休利特和戴夫·帕卡德所做的事情——创办一家公司。因此，我们决定投资于自己，而不是投资于更好的汽车、更好的公寓或我们的银行账户。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Story #3?

主题：故事 #3？

Date: June 9, 2005, 10:15 p.m.

日期：2005年6月9日，晚上10:15。

The most important thing I've ever encountered to help me make the big choices is to remember that I'll be dead soon. I know it sounds a bit dramatic, but it's true. And when I remember this, I realize that all of the expectations and standards and restrictions of others and society mean nothing in the end. I realize that I have nothing to lose by following my heart and intuition, even if I embarrass myself or fail in the eyes of others. Because I'll be dead soon. And I realize that I don't have forever to decide to find what my intuition tells me is waiting out there for me.

我遇到的最重要的事情，帮助我做出重大选择的是记住我很快就会死去。我知道这听起来有点夸张，但这是真的。当我记得这一点时，我意

识到所有他人和社会的期望、标准和限制最终都毫无意义。我意识到，即使在他人眼中我可能会尴尬或失败，我也没有什么可失去的，只要我跟随自己的内心和直觉。因为我很快就会死去。我也意识到，我没有永远的时间来决定去寻找我的直觉告诉我等待着我的东西。

When I was 17, I read a quote that said something like “If you live each day as if it was your last, someday you’ll most certainly be right.” And since I was 17, I have looked in the mirror every morning and asked myself “If today was the last day of my life, would I want to do what I am about to do today?” And when the answer has been “NO” for too many days in a row, I know I need to change something in my life.

当我17岁时，我读到了一句话，大意是“如果你把每一天都当作生命中的最后一天来过，总有一天你会发现你是正确的。”自从我17岁以来，每天早上我都会照镜子问自己，“如果今天是我生命中的最后一天，我想做今天要做的事情吗？”当连续几天的答案都是“不想”时，我知道我需要改变自己生活中的一些东西。

Another way to think about this is that your life is a story. It’s hard to see it that way when you’re looking forward at 22. But imagine yourself as an old person looking back on your life. Your life will be a story. It will be your story, with its highs and lows, its heros and villains, its forks in the road that mean everything.

另一种思考方式是，你的生命就像一部故事。当你22岁向前看时，很难以这种方式看待它。但是想象一下自己作为一个老人回顾自己的生活。你的生命将成为一个故事。它将是你的故事，有着高潮和低谷，有着英雄和反派，有着关键的岔路口。

And if you can remember that your life is a story in the making, it will help you make those important decisions. When you have to decide between taking the prestigious job that pays well, or the offbeat job with no future that makes your heart sing, just imagine yourself looking back on your life in 50 years and you’ll know what path is yours. You will give yourself the right advice. You will intuitively know if something is part of your story or not. 

!

I’m 50 years old now, and my story is entering its third act. I can tell you with certainty that those times when I have followed my gut, heart and intuition ...

我现在已经50岁了，我的故事正在进入第三幕。我可以肯定地告诉你，

那些我跟随我的直觉、内心和直觉的时刻.....



At the lectern at Stanford.

在斯坦福的讲台上。

Commencement Address at Stanford University

斯坦福大学毕业典礼演讲

“Stay hungry. Stay foolish.”

保持饥饿，保持愚蠢。

On June 12, 2005, Steve delivered the commencement address at Stanford University.

2005年6月12日，史蒂夫在斯坦福大学发表了毕业典礼演讲。

I am honored to be with you today for your commencement from one of the finest universities in the world. Truth be told—I never graduated from college. This is the closest I’ve ever gotten to a college graduation. Today I want to tell you three stories from my life. That’s it. No big deal. Just three stories.

我很荣幸能够与你们一起参加世界上最好的大学之一的毕业典礼。说实话 - 我从未大学毕业。这是我离大学毕业最近的一次。今天我想给你们讲三个关于我的生活故事。就这样。没什么大不了的。只有三个故事。

The first story is about connecting the dots. I dropped out of Reed College after the first six months but then stayed around as a drop-in for another eighteen months or so before I really quit. So why did I drop out?

第一个故事是关于连接点的。我在里德学院读了六个月后退学了，但我又在学校逗留了另外十八个月左右，然后才真正离开。那么我为什么要退学呢？

It started before I was born. My biological mother was a young, unwed graduate student, and she decided to put me up for adoption. She felt very strongly that I should be adopted by college graduates, so everything was all set for me to be adopted at birth by a lawyer and his wife. Except that when I popped out they decided at the last minute that they really wanted a girl. So my parents, who were on a waiting list, got a call in the middle of the night asking, “We have an unexpected baby boy; do you want him?” They said, “Of course.” My biological mother found out later that my mother had never graduated from college and that my father had never graduated from high school. She refused to sign the final adoption papers. She only relented a few months later when my parents promised that I would go to college. This was my start in life.

它始于我出生之前。我的生母是一名年轻的未婚研究生，她决定将我送给别人领养。她非常坚信我应该被大学毕业生领养，所以一切都准备就绪，一个律师和他的妻子将在我出生时领养我。但是当我出生时，他们在最后一刻决定他们真正想要一个女孩。所以我的父母，他们在等待名单上，半夜接到一个电话问：“我们有一个意外的男婴，你们要吗？”他们说：“当然要。”我的生母后来发现我的母亲从未大学毕业，我的父亲也从未高中毕业。她拒绝签署最终的领养文件。只有几个月后，当我的父母承诺我将上大学时，她才松口。这就是我的人生起点。

And seventeen years later I did go to college. But I naïvely chose a college that was almost as expensive as Stanford, and all of my working-class parents' savings were being spent on my college tuition. After six months, I couldn't see the value in it.

十七年后，我终于上了大学。但我天真地选择了一所几乎和斯坦福一样昂贵的大学，我工薪家庭的所有积蓄都花在了我的学费上。六个月后，我看不到它的价值。

I had no idea what I wanted to do with my life and no idea how college was going to help me figure it out. And here I was spending all of the money my parents had saved their entire life. So I decided to drop out and trust that it would all work out OK. It was pretty scary at the time, but looking back, it was one of the best decisions I ever made. The minute I dropped out, I could stop taking the required classes that didn't interest me and begin dropping in on the ones that looked far more interesting.

我不知道我想要做什么，也不知道大学如何帮助我弄清楚。而我正在花费我父母一生积蓄的所有钱。所以我决定退学，并相信一切都会好起来的。当时感觉非常可怕，但回想起来，这是我做过的最好的决定之一。我一退学，就可以停止上那些我不感兴趣的必修课，开始去上那些看起来更有趣的选修课。

It wasn't all romantic. I didn't have a dorm room, so I slept on the floor in friends' rooms. I returned Coke bottles for the five-cent deposits to buy food with, and I would walk the seven miles across town every Sunday night to get one good meal a week at the Hare Krishna temple. I loved it. And much of what I stumbled into by following my curiosity and intuition turned out to be priceless later on. Let me give you one example.

这并不都是浪漫的。我没有宿舍，所以我睡在朋友的房间地板上。我回收可乐瓶以换取五美分的押金来购买食物，每个星期天晚上我会步行穿过整个城镇七英里，去哈雷克里希那寺庙享用一顿美食。我喜欢它。我通过跟随好奇心和直觉所发现的许多东西后来都变得无价。让我给你举个例子。

Reed College at that time offered perhaps the best calligraphy instruction in the country. Throughout the campus, every poster, every label on every drawer, was beautifully hand calligraphed. Because I had dropped out and didn't have to take the normal classes, I decided to take a calligraphy class to learn how to do this. I learned about serif and sans-serif typefaces, about varying the amount of space between different letter combinations, about what makes great typography great. It was beautiful, historical, artistically subtle in a way that science can't capture, and I found it fascinating.

当时，里德学院或许提供了全国最好的书法教学。整个校园，每张海报，每个抽屉的标签，都是精美的手写书法。因为我辍学了，不必上正常的课程，我决定选一门书法课来学习如何做这个。我学到了有衬线和无衬线字体，如何在不同字母组合之间变化间距，以及什么是优秀排版的要素。它是美丽的、历史的、艺术的微妙之处科学无法捕捉，我发现它很有趣。

None of this had even a hope of any practical application in my life. But ten years later, when we were designing the first Macintosh computer, it all came back to me. And we designed it all into the Mac. It was the first computer with beautiful typography. If I had never dropped in on that single course in college, the Mac would have never had multiple typefaces or proportionally spaced fonts. And since Windows just copied the Mac, it's likely that no personal computer would have them. If I had never dropped out, I would have never dropped in on that calligraphy class, and personal computers might not have the wonderful typography that they do. Of course, it was impossible to connect the dots looking forward when I was in college. But it was very, very clear looking backwards ten years later.

这些东西在我的生活中甚至没有任何实际应用的希望。但是十年后，当我们设计第一台麦金塔电脑时，这一切都回到了我身边。我们将所有这些都设计进了麦金塔电脑中。这是第一台具有美丽印刷字体的电脑。如果我从未上过大学的那门单独的课程，麦金塔电脑就永远不会有多种字体或比例间距字体。由于Windows只是复制了麦金塔电脑，因此很可能没有个人电脑会有它们。如果我从未退学，我就永远不会参加那门书法课程，个人电脑可能没有它们所拥有的美妙印刷字体。当然，在我上大学时，很难向前看到这些点之间的联系。但是十年后回头看，这一切非常清晰。

Again, you can't connect the dots looking forward; you can only connect them looking backwards. So you have to trust that the dots will somehow connect in your future. You have to trust in something—your gut, destiny, life, karma, whatever. Because believing that the dots will connect down the road will give you the confidence to follow your heart, even when it leads you off the well-worn path. And

that will make all the difference.

再次强调，你无法通过前瞻性的方式连接点，只能通过回顾过去来连接它们。因此，你必须相信这些点在未来会以某种方式连接起来。你必须相信某些东西——你的直觉、命运、生命、因果报应，或其他什么。因为相信这些点会在未来连接起来，会给你信心去跟随自己的内心，即使它会让你走出常规的道路。这将会产生巨大的不同。

My second story is about love and loss. I was lucky—I found what I loved to do early in life. Woz and I started Apple in my parents' garage when I was twenty. We worked hard, and in ten years Apple had grown from just the two of us in a garage into a \$2 billion company with over four thousand employees. We had just released our finest creation—the Macintosh—a year earlier, and I had just turned thirty. And then I got fired. How can you get fired from a company you started? Well, as Apple grew, we hired someone who I thought was very talented to run the company with me, and for the first year or so things went well. But then our visions of the future began to diverge, and eventually we had a falling-out. When we did, our board of directors sided with him. So, at thirty, I was out. And very publicly out. What had been the focus of my entire adult life was gone, and it was devastating.

我的第二个故事是关于爱和失落的。我很幸运——我很早就找到了我喜欢做的事情。我和沃兹在我父母的车库里创办了苹果公司，那时我二十岁。我们努力工作，十年后，苹果公司从只有我们两个人在车库里开始，发展成一个价值20亿美元、拥有四千多名员工的公司。我们刚刚发布了我们最好的作品——麦金塔电脑，而我刚刚三十岁。然后我被解雇了。你怎么会被自己创办的公司解雇呢？嗯，随着苹果公司的的发展，我们雇了一个我认为非常有才华的人和我一起管理公司，最初的一年左右，事情进展顺利。但是后来，我们对未来的看法开始分歧，最终我们产生了分歧。当我们产生分歧时，我们的董事会站在了他这边。所以，三十岁的时候，我被解雇了。而且是公开解雇。我整个成年生活的焦点已经消失了，这是毁灭性的。

I really didn't know what to do for a few months. I felt that I had let the previous generation of entrepreneurs down—that I had dropped the baton as it was being passed to me. I met with David Packard and Bob Noyce and tried to apologize for screwing up so badly. I was a very public failure, and I even thought about running away from the Valley. But something slowly began to dawn on me—I still loved what I did. The turn of events at Apple had not changed that one bit. I had been rejected, but I was still in love. And so I decided to start over.

几个月来，我真的不知道该怎么办。我觉得我让前一代企业家失望了——在他们把接力棒传给我时，我把它掉了。我见了大卫·帕卡德和鲍勃

·诺伊斯，试图为我犯下的错误道歉。我是一个非常公开的失败者，甚至想逃离硅谷。但是，我慢慢意识到一件事——我仍然热爱我的工作。苹果公司的事态发展并没有改变这一点。我被拒绝了，但我仍然热爱。因此，我决定重新开始。

I didn't see it then, but it turned out that getting fired from Apple was the best thing that could have ever happened to me. The heaviness of being successful was replaced by the lightness of being a beginner again, less sure about everything. It freed me to enter one of the most creative periods of my life.

我当时没有看到，但事实证明被苹果解雇是发生在我身上最好的事情。成功的沉重感被重新成为一个初学者的轻盈感所取代，对一切都不再那么确定。这使我进入了我最具创造力的时期之一。

During the next five years, I started a company named NeXT, another company named Pixar, and fell in love with an amazing woman who would become my wife. Pixar went on to create the world's first computer animated feature film, *Toy Story*, and is now the most successful animation studio in the world. In a remarkable turn of events, Apple bought NeXT, and I returned to Apple, and the technology we developed at NeXT is at the heart of Apple's current renaissance. And Laurene and I have a wonderful family together.

在接下来的五年里，我创办了一家名为NeXT的公司，另一家公司名为Pixar的公司，并爱上了一位了不起的女人，她后来成为了我的妻子。Pixar继续创造了世界上第一部计算机动画电影《玩具总动员》，现在是最成功的动画工作室。令人惊讶的是，苹果公司收购了NeXT，我回到了苹果公司，我们在NeXT开发的技术是苹果公司当前复兴的核心。而劳伦和我有一个美好的家庭。

I'm pretty sure none of this would have happened if I hadn't been fired from Apple. It was awful-tasting medicine, but I guess the patient needed it. Sometime life's gonna hit you in the head with a brick. Don't lose faith. I'm convinced that the only thing that kept me going was that I loved what I did. You've got to find what you love. And that is as true for your work as it is for your lovers. Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it. And, like any great relationship, it just gets better and better as the years roll on. So keep looking. Don't settle.

我相信如果我没有被苹果解雇，这一切都不会发生。这是一种难以忍受的药，但我想病人需要它。有时候，生活会用砖头砸你的头。不要失去信心。我相信唯一让我继续前进的是我热爱我的工作。你必须找到你

所热爱的事情。这对你的工作和你的爱人都是真实的。你的工作将占据你生命的很大一部分，唯一能真正满足你的是做你认为伟大的工作。而做伟大的工作的唯一方法就是热爱你所做的事情。如果你还没有找到它，继续寻找。不要安于现状。就像所有关于心的事情一样，当你找到它时，你会知道的。而且，就像任何伟大的关系一样，随着岁月的流逝，它只会变得越来越好。所以继续寻找。不要安于现状。

My third story is about death. When I was seventeen, I read a quote that went something like, “If you live each day as if it was your last, someday you’ll most certainly be right.” It made an impression on me, and since then, for the past thirty-three years, I have looked in the mirror every morning and asked myself, “If today were the last day of my life, would I want to do what I am about to do today?” And whenever the answer has been “No” for too many days in a row, I know I need to change something.

我的第三个故事是关于死亡的。当我十七岁时，我读到了一句话，大概是这样的，“如果你把每一天都当作生命中的最后一天来过，总有一天你最终会是正确的。”这给我留下了深刻的印象，从那时起，过去的33年里，每天早上我都会照镜子问自己，“如果今天是我生命中的最后一天，我想做今天要做的事情吗？”每当连续几天的答案都是“不想”，我知道我需要改变一些东西。

Remembering that I’ll be dead soon is the most important tool I’ve ever encountered to help me make the big choices in life. Because almost everything—all external expectations, all pride, all fear of embarrassment or failure—these things just fall away in the face of death, leaving only what is truly important. Remembering that you are going to die is the best way I know to avoid the trap of thinking you have something to lose. You are already naked. There is no reason not to follow your heart.

记住我即将死去这一点是我在生命中做出重大决策时遇到的最重要的工具。因为几乎所有的东西——所有的外部期望、所有的骄傲、所有的害怕尴尬或失败——在面对死亡时都会消失，只留下真正重要的东西。记住你将会死去是我知道的避免陷入认为你有什么可失去的陷阱的最好方法。你已经赤裸裸了。没有理由不跟随你的内心。

About a year ago, I was diagnosed with cancer. I had a scan at 7:30 in the morning, and it clearly showed a tumor on my pancreas. I didn’t even know what a pancreas was. The doctors told me this was almost certainly a type of cancer that is incurable, and that I should expect to live no longer than three to six months. My doctor advised me to go home and get my affairs in order, which is doctor’s code for “prepare to die.” It means to try to tell your kids everything you thought you’d have the next ten years to tell them in just a few

months. It means to make sure everything is buttoned up so that it will be as easy as possible for your family. It means to say your goodbyes.

大约一年前，我被诊断出患有癌症。早上7:30我做了一次扫描，清晰地显示我的胰腺上有一个肿瘤。我甚至不知道胰腺是什么。医生告诉我，这几乎肯定是一种无法治愈的癌症，我应该预计只能活三到六个月。我的医生建议我回家整理好自己的事务，这是医生的暗示，意思是“准备死亡”。这意味着在短短几个月内，尽可能地告诉孩子们你想在未来十年里告诉他们的一切。这意味着确保一切都妥善安排，以便你的家人尽可能轻松地处理。这意味着说出你的告别。

I lived with that diagnosis all day. Later that evening I had a biopsy, where they stuck an endoscope down my throat, through my stomach, and into my intestines, put a needle into my pancreas, and got a few cells from the tumor. I was sedated, but my wife, who was there, told me that when they viewed the cells under a microscope the doctors started crying because it turned out to be a very rare form of pancreatic cancer that is curable with surgery. I had the surgery, and thankfully, I'm fine now.

我整天都生活在那个诊断下。晚上我进行了一次活检，他们把一根内窥镜伸进我的喉咙，穿过我的胃，进入我的肠道，然后在我的胰腺上插入一根针，从肿瘤中取出了一些细胞。我被麻醉了，但我的妻子在那里，告诉我当医生们在显微镜下观察细胞时，他们开始哭泣，因为结果证明这是一种非常罕见的胰腺癌，可以通过手术治愈。我接受了手术，幸运的是，现在我很好的。

This was the closest I've been to facing death, and I hope it's the closest I get for a few more decades. Having lived through it, I can now say this to you with a bit more certainty than when death was a useful but purely intellectual concept.

这是我最接近面对死亡的时刻，我希望在未来几十年里不再接近。经历过这一切，我现在可以比死亡仅仅是一个有用但纯粹的概念时更加肯定地对你说这句话。

No one wants to die. Even people who want to go to heaven don't want to die to get there. And yet death is the destination we all share. No one has ever escaped it. And that is as it should be, because death is very likely the single best invention of life. It is life's change agent. It clears out the old to make way for the new. Right now the new is you, but someday, not too long from now, you will gradually become the old and be cleared away. Sorry to be so dramatic, but it is quite true.

没有人想死。即使是想去天堂的人，也不想死去。然而，死亡是我们

所有人共同的归宿。没有人能逃脱它。这是应该的，因为死亡很可能是生命中最好的发明。它是生命的变革者。它清除旧的，为新的让路。现在，新的是你，但总有一天，不久之后，你会逐渐变老并被清除。很抱歉这么戏剧化，但这是完全真实的。

Your time is limited, so don't waste it living someone else's life. Don't be trapped by dogma—which is living with the results of other people's thinking. Don't let the noise of others' opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.

你的时间有限，所以不要浪费时间过别人的生活。不要被教条所限，那是活在别人思想的结果中。不要让别人的观点淹没了你内心的声音。最重要的是，要有勇气跟随你的内心和直觉。它们已经知道你真正想成为什么。其他一切都是次要的。

When I was young, there was an amazing publication called *The Whole Earth Catalog*, which was one of the bibles of my generation. It was created by a fellow named Stewart Brand, not far from here in Menlo Park, and he brought it to life with his poetic touch. This was in the late 1960s, before personal computers and desktop publishing, so it was all made with typewriters, scissors, and Polaroid cameras. It was sort of like Google in paperback form, thirty-five years before Google came along. It was idealistic, overflowing with neat tools and great notions.

当我年轻的时候，有一本令人惊叹的出版物叫做《全球综合目录》，它是我们这一代人的圣经之一。它是由一个名叫斯图尔特·布兰德的家伙在离这里不远的门洛帕克创建的，他用他的诗意之手将它带到了生活中。这是在20世纪60年代末，个人电脑和桌面出版之前，所以它全部都是用打字机、剪刀和宝丽来相机制作的。它有点像35年前的纸质版Google。它充满了理想主义，充满了整洁的工具和伟大的概念。

Stewart and his team put out several issues of *The Whole Earth Catalog*, and then, when it had run its course, they put out a final issue. It was the mid-1970s, and I was your age. On the back cover of their final issue was a photograph of an early-morning country road, the kind you might find yourself hitchhiking on if you were so adventurous. Beneath it were the words, "Stay hungry. Stay foolish." It was their farewell message as they signed off. Stay hungry. Stay foolish. And I have always wished that for myself. And now, as you graduate to begin anew, I wish that for you. 🔄

!

Stay hungry. Stay foolish.

保持饥饿，保持愚蠢。

Thank you all very much.

非常感谢大家。

Whole Earth Epilog

access to tools

U.S.A. \$4
Canada \$5
United Kingdom £1.75
Australia \$4 (recommended)
New Zealand \$4

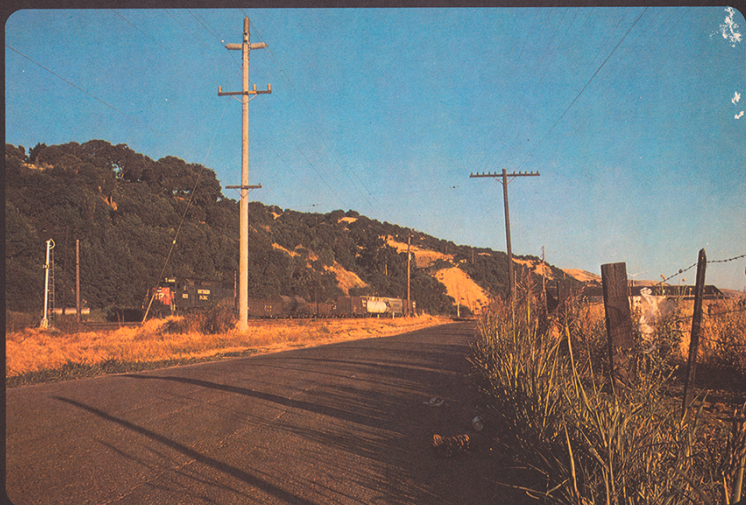
First Edition
September 1974



After the address, Stewart Brand gave Steve a signed catalog.

在地址之后，斯图尔特·布兰德给了史蒂夫一份签名目录。

Stay hungry. Stay foolish.



ISBN 0-14-003950-3

For Steve

- Stewart Brand

The back cover featured the mantra "Stay hungry. Stay foolish."

背面特别标注了“求知若饥，虚心若愚”的口号。

Email Exchange Between Steve and an Apple Customer

史蒂夫和苹果客户之间的电子邮件交流

“Please ‘reset’ the iPod.”

请“重置”iPod。

From: [____]

从 : [____]

To: Steve Jobs

致 : 史蒂夫·乔布斯

Subject: ipod malfunctioning

主题 : iPod 故障

Date: July 27, 2005, 11:16 p.m.

日期 : 2005年7月27日 , 晚上11:16。

Hi, my name is [____], and my father has an ipod. recently (1-2 days ago), he was charging his ipod and then, the next morning, when he checked it, it wouldn't turn on, he checked the hold button but it wasn't it, so, he realized that the ipod had just “died”.

嗨，我的名字是[____]，我父亲有一个iPod。最近（1-2天前），他正在充电iPod，第二天早上，当他检查时，它无法打开，他检查了保持按钮，但不是它，所以他意识到iPod已经“死了”。

We live in venezuela and want to know where can we fix the ipod. I think its still on warranty, because, we bought it around 11 months ago, so we would like to know what to do, if theres any store autorized by apple here in Caracas-Venezuela, so we can take the ipod and check it to see whats wrong and if you guys can fix it. well thanks for the help.

我们住在委内瑞拉，想知道在哪里可以修理iPod。我认为它仍在保修期内，因为我们大约11个月前购买了它，所以我们想知道该怎么做，如果在加拉加斯-委内瑞拉有任何被苹果授权的商店，我们可以把iPod带去检查一下，看看出了什么问题，你们是否可以修理它。感谢您的帮助。

[____]

[_____] 的中文翻译是什么？

Stay Hungry. Stay Foolish.

保持饥饿，保持愚蠢。

From: Steve Jobs

来自：史蒂夫·乔布斯

To: [_____]]

给：[_____]]

Subject: Re: ipod malfunctioning

主题：回复：iPod 故障

Date: July 28, 2005, 7:19 a.m.

日期：2005年7月28日，上午7:19。

Please “reset” the ipod by holding down the center button and the Menu button at the same time for at least 5 seconds. This should work.

请通过同时按下中心按钮和菜单按钮至少5秒钟来“重置”iPod。这应该有效。

Steve

史蒂夫

Speech to Apple Employees

向苹果员工的讲话

“We thought we could make a contribution by making something truly great that we loved.”

“我们认为通过创造我们热爱的真正伟大的东西，我们可以做出贡献。”

The day before the release of the iPhone in 2007, Steve held a meeting with Apple employees. In his invitation, he wrote, “We’re launching the most revolutionary and exciting product in Apple’s history this Friday. And given Apple’s legacy of breakthrough products, that’s saying a lot.”

在2007年iPhone发布的前一天，史蒂夫与苹果员工举行了一次会议。在他的邀请中，他写道：“我们将在本周五推出苹果历史上最具革命性和令人兴奋的产品。考虑到苹果的突破性产品传统，这是非常了不起的。”

You know, one of the reasons we started doing this [was] we could see that we were getting better and better at iPods, and we could see that there was an opportunity to maybe do the next thing—and what should it be?

你知道，我们开始做这个的原因之一是我们发现我们在iPod上变得越来越好，而且我们可以看到可能有机会做下一件事情，那应该是什么呢？

And it wasn’t driven by a bunch of market research or financial spreadsheets about how big certain markets were. It wasn’t driven by that at all. It was driven by the fact that we all hated our phones. We talked to all of our friends and all the people we knew, and they all hated their phones.

它并不是由一堆市场调研或关于某些市场规模有多大的财务电子表格所驱动的。它根本不是由这个驱动的。它是由我们所有人都讨厌我们的手机这个事实所驱动的。我们与我们所有的朋友和所有我们认识的人交谈，他们都讨厌他们的手机。

And we thought, “This is a really important device, and everybody hates it. They don’t know how to use even 10 percent of the features that are on these phones!”

我们认为，“这是一个非常重要的设备，但每个人都讨厌它。他们甚至不知道如何使用这些手机上10%的功能！”

I mean, I’ll use this as an example: you’ve seen how slick it is to set up a conference call on an iPhone, right? You know, almost every

phone lets you set up a conference call. Nobody knows it! They'll never figure it out! It's on page 93 of the manual they didn't read, and it's seven, eight cryptic keys! And you can do it, and nobody ever does it—because they don't know it's there. And that's true of feature after feature after feature.

我的意思是，我会以这个为例：你看过在iPhone上设置电话会议有多顺畅，对吧？你知道，几乎每个手机都可以设置电话会议。但没人知道！他们永远也想不到！这在他们没有阅读的手册的第93页上，需要按七八个神秘的键！你可以这样做，但没有人会这样做——因为他们不知道它的存在。而这个特性，一个接一个地，都是如此。

And what our competence is, is making complex technology easy to use and self-discoverable. And we've done it in spades on the iPhone. So that's how we got here. We thought we could make a contribution by making something truly great that we loved.

我们的专长在于让复杂的技术易于使用和自我发现。我们在iPhone上已经做到了这一点。这就是我们到达这里的方式。我们认为，通过创造我们真正喜欢的伟大产品，我们可以做出贡献。

And we've done it. We love this thing. And starting tomorrow at 6 p.m., we're going to find out if other people love it as much as we do.

我们做到了。我们喜欢这个东西。从明天下午6点开始，我们将会发现其他人是否和我们一样喜欢它。

Speech at Macworld

Macworld上的演讲

“Every once in a while, a revolutionary product comes along that changes everything.”

“偶尔会出现一款革命性的产品，它改变一切。”

Steve introduced the iPhone on January 9, 2007.

史蒂夫于2007年1月9日推出了iPhone。

This is a day I've been looking forward to for two and a half years.

这是我期待了两年半的一天。

Every once in a while, a revolutionary product comes along that changes everything. And Apple has been—well, first of all, one's very fortunate if you get to work on just one of these in your career. Apple's been very fortunate. It's been able to introduce a few of these into the world.

偶尔会出现一种革命性的产品，它改变了一切。苹果公司一直以来都非常幸运——首先，如果你在职业生涯中有机会参与其中的任何一个产品开发，那么你就非常幸运了。苹果公司非常幸运，它能够向世界推出其中的几款产品。

In 1984, we introduced the Macintosh. It didn't just change Apple, it changed the whole computer industry. In 2001, we introduced the first iPod, and it didn't just change the way we all listen to music, it changed the entire music industry.

1984年，我们推出了Macintosh。它不仅改变了苹果公司，也改变了整个计算机行业。2001年，我们推出了第一款iPod，它不仅改变了我们所有人听音乐的方式，也改变了整个音乐行业。

Well, today, we're introducing three revolutionary products of this class.

好的，今天我们将介绍这一类别的三款革命性产品。

The first one is a widescreen iPod with touch controls. The second is a revolutionary mobile phone. And the third is a breakthrough internet communications device. So, three things: a widescreen iPod with touch controls; a revolutionary mobile phone; and a

breakthrough internet communications device.

第一个是带有触摸控制的宽屏iPod。第二个是革命性的移动电话。第三个是突破性的互联网通信设备。所以，三件事情：带有触摸控制的宽屏iPod；革命性的移动电话；以及突破性的互联网通信设备。

An iPod, a phone, and an Internet communicator. An iPod, a phone ... Are you getting it?

一个iPod，一个手机和一个互联网通信器。一个iPod，一个手机...你明白了吗？

These are not three separate devices; this is one device. And we are calling it iPhone.

这不是三个独立的设备，而是一个设备。我们称之为 iPhone。

Today ... today Apple is going to reinvent the phone, and here it is. *[The screen displays an iPod with a rotary phone-style dial where the click wheel would be.]*

今天...今天苹果将重新发明手机，就在这里。[屏幕显示一个带有旋转电话式拨号盘的iPod，拨轮的位置。]

No, actually, here it is. *[Slides an iPhone out of his pocket.]*

不，实际上在这里。【从口袋里滑出一部iPhone。】

But we're going to leave it there for now. *[Pockets the iPhone again.]*

但是现在我们要把它放在这里。[再次把iPhone放进口袋。]

So, before we get into it, let me talk about a category of things. The most advanced phones are called smartphones. So they say. And they typically combine a phone, plus some email capability, plus they say it's the internet—it's sort of the baby internet—into one device. And they all have these plastic little keyboards on them.

所以，在我们深入讨论之前，让我谈谈一类东西。最先进的手机被称为智能手机。他们这样说。它们通常将电话、一些电子邮件功能和它们所说的互联网——它是一种类似于婴儿互联网的东西——结合成一个设备。它们都有这些小塑料键盘。

And the problem is that they're not so smart, and they're not so easy to use. So if you kinda make a Business School 101 graph of the smart axis and the easy-to-use axis—phones, regular cellphones, are kinda right there. *[Points to a spot indicating "not so smart, somewhat easy to use."]* They're not so smart, and they're not so easy to use. Smartphones are definitely a little smarter, but they actually are harder to use. They're really complicated. Just for the basic stuff,

people have a hard time figuring out how to use them.

问题在于它们不是那么聪明，也不是那么容易使用。因此，如果你画出一个商学院101智能轴和易于使用轴的图表，普通手机就在那里。[指向表示“不是很聪明，有点容易使用”的位置。]它们不是那么聪明，也不是那么容易使用。智能手机肯定更聪明一些，但实际上更难使用。它们非常复杂。即使是基本的东西，人们也很难弄清楚如何使用它们。

Well, we don't want to do either one of these things. What we want to do is make a leapfrog product that is way smarter than any mobile device has ever been and super easy to use. This is what iPhone is. OK?

好的，我们不想做这两件事情中的任何一件。我们想要做的是制造一款比任何移动设备都要聪明得多且超级易于使用的跨越式产品。这就是iPhone。好吗？

So we're going to reinvent the phone. Now, we're going to start ... with a revolutionary user interface ... the result of years of research and development, and, of course, it's an interplay of hardware and software. Now, why do we need a revolutionary user interface? I mean, here's four smartphones, right? Motorola Q, the BlackBerry, Palm Treo, Nokia E62—the usual suspects. And what's wrong with their user interfaces? Well, the problem with them is really sort of in the bottom forty [keys] there. It's, it's this stuff right here. They all have these keyboards that are there whether you need them or not to be there. And they all have these control buttons that are fixed in plastic and are the same for every application.

所以我们要重新发明手机。现在，我们将从革命性的用户界面开始.....这是多年研究和开发的结果，当然，它是硬件和软件的相互作用。现在，为什么我们需要革命性的用户界面呢？我的意思是，这里有四个智能手机，对吧？摩托罗拉Q，黑莓，Palm Treo，诺基亚E62-通常的嫌疑人。他们的用户界面有什么问题吗？嗯，问题实际上在这里的底部四十个按键中。就是这些东西。它们都有这些键盘，无论你是否需要，它们都在那里。它们都有这些控制按钮，固定在塑料上，并且对于每个应用程序都是相同的。

Well, every application wants a slightly different user interface, a slightly optimized set of buttons, just for it. And what happens if you think of a great idea six months from now? You can't run around and add a button to these things. They're already shipped. So what do you do? It doesn't work, because the buttons and the controls can't change. They can't change for each application, and they can't change down the road if you think of another great idea you want to add to this product.

每个应用程序都希望有稍微不同的用户界面，稍微优化的按钮集，只为它而设计。如果你六个月后想到一个好主意会发生什么？你不能四处奔波并添加一个按钮到这些东西。它们已经发布了。那么你该怎么办？这行不通，因为按钮和控件不能改变。它们不能为每个应用程序改变，如果你想为这个产品添加另一个好主意，它们也不能在未来改变。

Well, how do you solve this? Hmm. It turns out, we have solved it! We solved it in computers twenty years ago. We solved it with a bitmapped screen that could display anything we want. Put any user interface up. And a pointing device. We solved it with the mouse. Right? We solved this problem.

那么，你怎么解决这个问题？嗯。事实证明，我们已经解决了它！我们在二十年前就用计算机解决了它。我们用位图屏幕解决了它，可以显示任何我们想要的东西。放置任何用户界面。还有一个指针设备。我们用鼠标解决了它。对吧？我们解决了这个问题。

So how are we going to take this to a mobile device? What we're going to do is get rid of all these buttons and just make a giant screen. A giant screen. Now, how are we going to communicate with this? We don't want to carry around a mouse, right? So what are we going to do? Oh, a stylus, right? We're going to use a stylus. No. No. Who wants a stylus? You have to get them and put them away, and you lose them. Yuck. Nobody wants a stylus. So, let's not use a stylus.

那么我们要如何将这个移植到移动设备上呢？我们要做的就是摆脱所有这些按钮，只做一个巨大的屏幕。一个巨大的屏幕。那么，我们要如何与它进行交互呢？我们不想带着鼠标四处走动，对吧？那么我们该怎么办呢？哦，用触控笔，对吧？我们要使用触控笔。不。不。谁想要触控笔？你必须拿起它们并将它们放回去，而且你会丢失它们。呸。没有人想要触控笔。所以，让我们不要使用触控笔。

We're going to use the best pointing device in the world. We're going to use a pointing device that we're all born with—we're born with ten of them. We're going to use our fingers. We're going to touch this with our fingers. And we have invented a new technology called multitouch, which is phenomenal. It works like magic. You don't need a stylus. It's far more accurate than any touch display that's ever been shipped. It ignores unintended touches, it's super smart. You can do multi-finger gestures on it. And boy, have we patented it.

我们将使用世界上最好的指针设备。我们将使用一种我们所有人都天生具备的指针设备——我们天生就有十个手指。我们将使用我们的手指触摸它。我们发明了一种叫做多点触控的新技术，它非常神奇。它的工作原理就像魔法一样。你不需要触控笔。它比任何已经发货的触控显示器都要精确得多。它可以忽略意外触摸，非常智能。你可以在上面进行多指手势操作。我们已经申请了专利。

So, so, we have been very lucky to have brought a few revolutionary user interfaces to the market in our time. First was the mouse. The second was the click wheel. And now we're going to bring multitouch to the market. And each of these revolutionary user interfaces has made possible a revolutionary product—the Mac, the iPod, and now the iPhone. So, a revolutionary user interface.

所以，我们非常幸运，在我们的时间里推出了一些革命性的用户界面。第一个是鼠标。第二个是点击轮。现在我们将把多点触控引入市场。每一个这样的革命性用户界面都使得一个革命性的产品成为可能——Mac、iPod和现在的iPhone。所以，这是一个革命性的用户界面。

We're going to build on top of that with software. Now, software on mobile phones is like, is like baby software. It's not so powerful. Today we are going to show you a software breakthrough. Software that's at least five years ahead of what's on any other phone. Now, how do we do this? Well, we start with a strong foundation: iPhone runs OS X.

我们将在此基础上开发软件。现在，移动电话上的软件就像婴儿软件一样，不是很强大。今天我们将向您展示一项软件突破。这款软件至少领先于其他任何手机上的软件五年。那么，我们如何做到这一点呢？我们从一个坚实的基础开始：iPhone运行OS X。

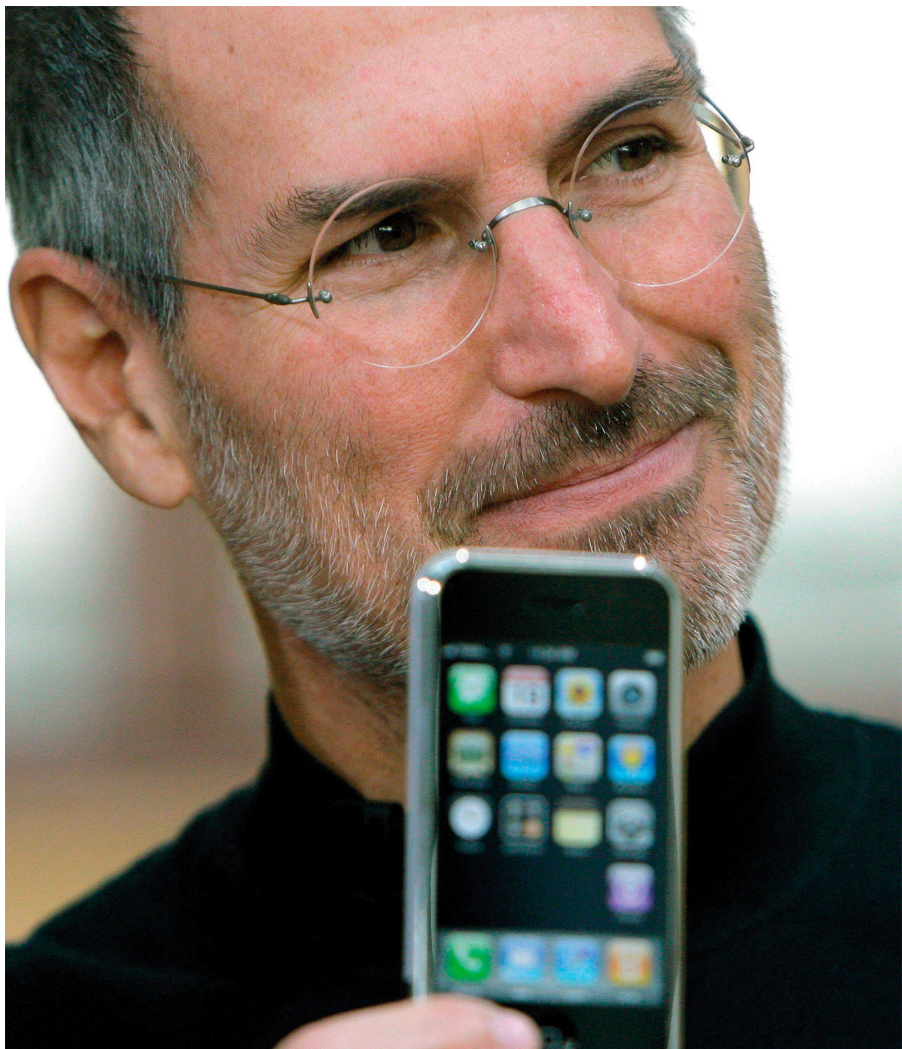
Now, why, why would we want to run such a sophisticated operating system on a mobile device? Well, because it's got everything we need. It's got multitasking. It's got the best networking. It already knows how to power manage. We've been doing this on mobile computers for years. It's got awesome security. And the right apps. It's got everything from Cocoa and the graphics, and it's got core animation built in, and it's got the audio and video that OS X is famous for. It's got all the stuff we want. And it's built right into iPhone. And that has let us create desktop-class applications and networking, right. Not the crippled stuff that you find on most phones. This is real, desktop-class applications.

现在，为什么我们要在移动设备上运行如此复杂的操作系统呢？因为它拥有我们需要的一切。它具有多任务处理功能。它拥有最好的网络功能。它已经知道如何管理电源。我们已经在移动计算机上做了多年。它拥有令人敬畏的安全性。还有正确的应用程序。它拥有从Cocoa和图形开始的一切，它内置了核心动画，它拥有OS X著名的音频和视频。它拥有我们想要的所有东西。它直接内置在iPhone中。这使我们能够创建桌面级应用程序和网络，对吧。不是你在大多数手机上找到的残缺不全的东西。这是真正的桌面级应用程序。

Now, you know, one of the pioneers of our industry, Alan Kay, has had a lot of great quotes throughout the years. And I ran across one

of them recently that explains how we look at this—explains why we go about doing things the way we do, 'cause we love software. And here's the quote: "People who are really serious about software should make their own hardware." You know, Alan said this thirty years ago, and this is how we feel about it. And so we're bringing breakthrough software to a mobile device for the first time. It's five years ahead of anything on any other phone.

现在，你知道，我们行业的先驱之一，艾伦·凯（Alan Kay），多年来有很多伟大的名言。最近我发现了其中一句话，解释了我们如何看待这个问题——解释了为什么我们以这种方式去做事情，因为我们热爱软件。这是这句话：“真正认真对待软件的人应该制造自己的硬件。”你知道，艾伦在30年前说过这句话，这就是我们的感受。因此，我们将突破性的软件带到了移动设备上，这是任何其他手机上都没有的。它比其他手机领先五年。



"This is going to change everything," 2007.

"这将改变一切，" 2007年。



The day Steve introduced the iPhone, 2007.

史蒂夫发布iPhone的那一天，2007年。



In 2007, Apple Computer Inc. was renamed "Apple Inc."

在2007年，苹果电脑公司更名为“苹果公司”。

Interview at the All Things Digital D5 Conference

在All Things Digital D5会议上的采访

“There’s something exciting around the next corner.”

“下一个拐角处有令人兴奋的事情。”

In a rare joint interview, Steve and Microsoft chairman Bill Gates spoke with journalists Kara Swisher and Walt Mossberg onstage in May 2007.

在一次罕见的联合采访中，史蒂夫和微软董事长比尔·盖茨于2007年5月与记者卡拉·斯威舍和沃尔特·莫斯伯格一起上台发表讲话。

Kara Swisher: The first question I was interested in asking is what you think each has contributed to the computer and technology industry—starting with you, Steve, for Bill, and vice versa.

Kara Swisher：我感兴趣的第一个问题是，您认为史蒂夫和比尔分别为计算机和技术行业做出了什么贡献，先从您开始回答，史蒂夫，然后是比尔，反之亦然。

Steve Jobs: Well, Bill built the first software company in the industry. And I think he built the first software company before anybody really in our industry knew what a software company was, except for these guys. And that was huge. That was really huge. And the business model that they ended up pursuing turned out to be the one that worked really well for the industry. I think the biggest thing was, Bill was really focused on software before almost anybody else had a clue that it was really the software that—

史蒂夫·乔布斯：嗯，比尔在业内建立了第一家软件公司。我认为他在我们行业之前建立了第一家软件公司，除了这些人之外，几乎没有人知道什么是软件公司，这是非常巨大的。他们最终追求的商业模式对该行业非常有效。我认为最重要的是，比尔在几乎任何人没有意识到软件真正重要之前就非常专注于软件。

KS: Was important?

KS：重要吗？

SJ: That’s what I see. I mean, a lot of other things you could say, but that’s the high-order bit. And I think building a company’s really

hard, and it requires your greatest persuasive abilities to hire the best people you can and keep them at your company and keep them working, doing the best work of their lives, hopefully. And Bill's been able to stay with it for all these years.

SJ: 那就是我看到的。我的意思是，你可以说很多其他的事情，但那是最重要的。我认为创办一家公司真的很难，需要你最有说服力的能力来雇佣最好的人才，并让他们留在你的公司并继续工作，希望他们能做出最好的工作。比尔能够坚持这么多年。

Walt Mossberg: Bill, how about the contribution of Steve and Apple?

沃尔特·莫斯伯格：比尔，史蒂夫和苹果的贡献如何？

Bill Gates: Well, first, I want to clarify: I'm not Fake Steve Jobs. What Steve's done is quite phenomenal, and if you look back to 1977, that Apple II computer, the idea that it would be a mass-market machine, you know, the bet that was made there by Apple uniquely. There were other people with products, but the idea that this could be an incredible, empowering phenomenon—Apple pursued that dream. Then one of the most fun things we did was [developing software for] the Macintosh, and that was so risky. People may not remember that Apple really bet the company. Lisa hadn't done that well, and some people were saying that general approach wasn't good, but the team that Steve built even within the company to pursue that, even some days it felt a little ahead of its time; I don't know if you remember that Twiggy disk drive and ...

比尔·盖茨：首先，我想澄清一下：我不是假史蒂夫·乔布斯。史蒂夫所做的事情非常了不起，如果回顾到1977年，那台Apple II电脑，它能成为一台大众市场机器的想法，你知道，苹果公司所做的赌注是独一无二的。还有其他人有产品，但这个想法能成为一种令人难以置信的赋权现象——苹果公司追求了这个梦想。然后我们做的最有趣的事情之一是[为]麦金塔开发软件，那真的很冒险。人们可能不记得苹果公司真的押上了全部。丽莎表现不佳，有些人说那种总体方法不好，但是史蒂夫在公司内部建立的团队为追求这个目标而努力，即使有些日子感觉有点超前；我不知道你是否记得那个Twiggy磁盘驱动器和...

SJ: 128K.

SJ: 128K。

KS: Oh, the Twiggy disk drive, yes.

KS: 噢，Twiggy磁盘驱动器，是的。

BG: Steve gave a speech once, which is one of my favorites, where he talked about, in a certain sense, “We build the products that we want to use ourselves.” And so he’s really pursued that with incredible taste and elegance that has had a huge impact on the industry.

BG：史蒂夫曾经发表过一次演讲，这是我最喜欢的之一，他在演讲中谈到，在某种意义上，“我们制造的产品是我们自己想要使用的产品。”因此，他真正追求了这种具有令人难以置信的品味和优雅的理念，对整个行业产生了巨大的影响。

And his ability to always come around and figure out where that next bet should be has been phenomenal. Apple literally was failing when Steve went back and reinfused the innovation and risk-taking that have been phenomenal. So the industry’s benefited immensely from his work. We’ve both been lucky to be part of it, but I’d say he’s contributed as much as anyone.

他总能找到下一次投注应该在哪里，并且他的能力非常惊人。当史蒂夫回到苹果公司并重新注入创新和冒险精神时，苹果公司实际上正在失败。因此，整个行业都从他的工作中受益匪浅。我们都很幸运能成为其中的一部分，但我认为他的贡献不亚于任何人。

SJ: We’ve also both been incredibly lucky to have had great partners that we started the companies with, and we’ve attracted great people. I mean, so, everything that’s been done at Microsoft and at Apple has been done by just remarkable people, none of which are sitting up here today. ∞

SJ: 我们俩也非常幸运地与出色的合作伙伴一起创立了公司，并吸引了众多优秀的人才。我的意思是，微软和苹果所做的一切都是由非常出色的人完成的，而今天坐在这里的人都不是他们中的任何一个。∞

SJ: [When I returned to Apple,] there were too many people at Apple and in the Apple ecosystem playing the game of, for Apple to win, Microsoft has to lose. And it was clear that you didn’t have to play that game because Apple wasn’t going to beat Microsoft. Apple didn’t have to beat Microsoft. Apple had to remember who Apple was because they’d forgotten who Apple was. So, to me, it was pretty essential to break that paradigm. And it was also important that Microsoft was the biggest software developer outside of Apple developing for the Mac. So it was just crazy what was happening at that time. And Apple was very weak, and so I called Bill up and we

tried to patch things up.

SJ：[当我回到苹果公司时，]在苹果和苹果生态系统中有太多的人在玩这个游戏，即为了苹果赢，微软必须输。很明显，你不必玩这个游戏，因为苹果不会打败微软。苹果不必打败微软。苹果必须记住苹果是谁，因为他们已经忘记了苹果是谁。所以，对我来说，打破这种范式非常重要。微软是苹果之外最大的软件开发商，为Mac开发软件也很重要。所以当时发生的事情非常疯狂。苹果非常薄弱，所以我给比尔打了电话，我们试图修补关系。

BG: And since that time, we've had a team that's fairly dedicated to doing the Mac applications, and they've always been treated kind of in a unique way so that they can have a pretty special relationship with Apple. And that's worked out very well. In fact, every couple years or so, there's been something new that we've been able to do on the Mac, and it's been a great business for us.

自从那时起，我们就有了一个相当专注于开发Mac应用程序的团队，他们一直被视为独特的存在，以便他们可以与苹果公司建立非常特殊的关系。这种方式非常成功。事实上，每隔几年，我们就能在Mac上做一些新的事情，这对我们来说是一个很好的业务。

SJ: The relationship between the Mac development team at Microsoft and Apple is a great relationship. It's one of our best developer relationships.

SJ：微软的Mac开发团队和苹果之间的关系非常好。这是我们最好的开发者关系之一。

KS: And do you look at yourselves as rivals now? Today, as the landscape has evolved—and we'll talk about the internet landscape and everything else and other companies that have [gone] forward—but how do you look at yourselves in this landscape today?

KS：你们现在看自己是竞争对手吗？今天，随着形势的发展——我们将谈论互联网形势和其他前进的公司——但你们如何看待自己在今天的这个形势中？

WM: Because, I mean, you are competitors in certain ways, which is the American way, right?

WM：因为，我的意思是，你们在某些方面是竞争对手，这是美国的方式，对吧？

KS: We watch the commercials, right?

KS：我们看广告，对吧？

WM: And you get annoyed at each other from time to time.

WM：有时你们会互相生气。

KS: Although, you know what? I have to confess, I like PC guy.

KS：不过，你知道吗？我得承认，我喜欢PC男孩。

WM: Yeah, he's great.

WM：是的，他很棒。

KS: Yeah, I like him. The young guy, I want to pop him.

KS：是的，我喜欢他。那个年轻小伙子，我想要弄死他。

SJ: The art of those commercials is not to be mean, but it's actually for the guys to like each other. Thanks. PC guy is great. Got a big heart.

SJ：这些广告的艺术不在于恶意，而是让人们相互喜欢。谢谢。PC 男孩很棒。他有一颗大心脏。

BG: His mother loves him.

他的母亲爱他。

SJ: His mother loves him. ✂

SJ：他的母亲爱他。✂

SJ: There's a lot of things that happened that I'm sure I could have done better when I was at Apple the first time, and a lot of things that happened after I left that I thought were wrong turns, but it doesn't matter. It really doesn't matter, and you kind of got to let go of that stuff, and we are where we are. So we tend to look forward.

SJ：在我第一次在苹果的时候，有很多事情发生了，我相信我本可以做得更好，而在我离开之后，也有很多事情我认为是错误的转折点，但这并不重要。真的不重要，你必须放下这些东西，我们现在所处的位置就

是我们所处的位置。所以我们倾向于向前看。

And, you know, one of the things I did when I got back to Apple ten years ago was I gave the museum to Stanford, and all the papers and all the old machines, and kind of cleared out the cobwebs and said, “Let’s stop looking backwards here. It’s all about what happens tomorrow.” Because you can’t look back and say, “Well, gosh, you know, I wish I hadn’t have gotten fired, I wish I was there, I wish this, I wish that.” It doesn’t matter. And so let’s go invent tomorrow rather than worrying about what happened yesterday.

而且，你知道的，我十年前回到苹果时做的一件事情就是把博物馆送给了斯坦福大学，把所有的文件和旧机器都送了过去，清理了一下灰尘，说：“让我们停止向后看，重要的是明天会发生什么。”因为你不能回头看说：“噢，天哪，我希望我没有被解雇，我希望我还在那里，我希望这个，我希望那个。”这没有任何意义。所以，让我们去发明明天，而不是担心昨天发生了什么。

KS: We’re going to talk a little bit about tomorrow, but let’s talk about today, the landscape of how you see the different players in the market and how you look at what’s developing now. [...] There are many, many companies that are becoming quite powerful. How do you look at the landscape at this moment and what’s happening, especially in the internet space?

KS：我们将稍微谈一下明天的事情，但让我们先谈谈今天，您如何看待市场上不同的参与者以及现在正在发展的情况。[...]有许多公司正在变得非常强大。您如何看待当前的市场格局以及特别是互联网领域正在发生的事情？

SJ: I think it’s super healthy right now. I think there’s a lot of young people out there building some great companies, who want to build companies, who aren’t just interested in starting something and selling it to one of the big guys, but who want to build companies. And I think there’s some real exciting companies getting built out there. Some next-generation stuff that, you know, some of us play catch-up with, and some of us find ways to partner with, and things like that. But there’s a lot of activity out there now, wouldn’t you say?

SJ：我认为现在非常健康。我认为有很多年轻人正在建立一些伟大的公司，他们想要建立公司，不仅仅是想要创业并将其出售给大公司，而是想要建立公司。我认为有一些真正令人兴奋的公司正在被建立。一些下一代的東西，你知道，我們中的一些人在追趕，而我們中的一些人找到了合作的方式等等。但是现在有很多活动，你不这么认为吗？

BG: Yeah, I'd say it's a healthy period. The notion of what the new form factors look like, what natural interface can do, the ability to use the cloud, the Internet, to do part of the task in a complementary way to the local experience, there's a lot of invention that the whole approach of start-ups, the existing companies who do research—we'll look back at this as one of the great periods of invention.

BG: 是的，我会说这是一个健康的时期。新形态因素的概念，自然界面的功能，利用云、互联网，在本地体验的补充方式下完成部分任务的能力，整个初创公司的方法，以及现有的研究公司，我们将回顾这个时期作为伟大的发明时期之一。

SJ: I think so, too. There's a lot of things that are risky right now, which is always a good sign. You can see through them, you can see to the other side and go, "Yes, this could be huge," but there's a period of risk that nobody's ever done it before.

SJ: 我也这么认为。现在有很多风险的事情，这总是一个好兆头。你可以看透它们，看到另一边，然后说，“是的，这可能会很大”，但是在没有人做过的时候，存在一段风险期。

KS: Do you have an example?

KS：你有例子吗？

SJ: I do, but I can't say. But I can say: when you feel like that, that's a great thing. That's what keeps you coming to work in the morning, and it tells you there's something exciting around the next corner. ∞

SJ: 我有这种感觉，但我不能说出来。但我可以说：当你有这种感觉时，那是一件很棒的事情。这让你每天早上都充满工作的动力，并告诉你下一个转角可能会有令人兴奋的事情。∞

WM: Five years from now, what's going to be on that pocket device?

WM：五年后，那个口袋设备上会有什么？

SJ: I don't know. And the reason I don't know is because I wouldn't have thought that there would have been maps on it five years ago, but something comes along, gets really popular, people love it, get used to it, and you want it on there. So people are inventing things constantly, and I think the art of it is balancing what's on there and what's not on there—the editing function. And clearly, most things you carry with you are communications devices. You want to do some

entertainment with them as well, but they're primarily communications devices, and that's what they're going to be. ✕

SJ: 我不知道。我不知道的原因是因为五年前我不会想到它上面会有地图，但是有些东西出现了，变得非常流行，人们喜欢它，习惯了它，你就想把它放在上面。所以人们不断地发明新东西，我认为其中的艺术在于平衡上面的内容和不包含的内容——编辑功能。显然，你携带的大多数东西都是通讯设备。你也想用它们进行一些娱乐，但它们主要是通讯设备，这就是它们的用途。✕

KS: Steve? I know you're working on something, it's going to be beautiful; we'll see it soon.

KS: 史蒂夫？我知道你正在做某件事情，它会很美丽；我们很快就会看到它。

WM: And you can't talk about it.

WM: 而且你不能谈论它。

SJ: Yeah.

SJ: 是的。

WM: Bill discusses all his secret plans. You don't discuss any.

WM: 比尔讨论了他所有的秘密计划。你没有讨论任何计划。

SJ: I know, it's not fair. But I think the question is a very simple one, which is how much of the really revolutionary things people are going to do in the next five years are done on the PCs, or how much of it is really focused on the post-PC devices? And there's a real temptation to focus it on the post-PC devices because it's a clean slate, and because they're more focused devices, and because they don't have the legacy of these zillions of apps that have to run in zillions of markets.

SJ: 我知道，这不公平。但我认为问题非常简单，即在接下来的五年里，人们将有多少真正革命性的事情是在个人电脑上完成的，或者有多少是真正专注于后PC设备？而且有一个真正的诱惑，将其集中在后PC设备上，因为它是一个干净的板子，因为它们是更专注的设备，因为它们没有这些必须在无数市场运行的无数应用程序的遗留问题。

And so I think there's going to be tremendous revolution, you

know, in the experiences of the post-PC devices. Now, the question is how much to do in the PCs. And I think—I'm sure Microsoft is—we're working on some really cool stuff, but some of it has to be tempered a little bit because you do have, you know, these tens of millions in our case, or hundreds of millions in Bill's case, users that are familiar with something. You know, they don't want a car with six wheels. They like the car with four wheels. They don't want to drive with a joystick. They like the steering wheel.

因此，我认为后PC设备的体验将会有巨大的革命。现在的问题是在PC上要做多少。我认为，我确信微软正在研究一些非常酷的东西，但其中一些必须稍微收敛一下，因为你知道，在我们这种情况下有数千万用户，而在比尔的情况下有数亿用户，他们熟悉某些东西。他们不想要一个有六个轮子的汽车。他们喜欢四个轮子的汽车。他们不想用操纵杆驾驶。他们喜欢方向盘。

And so, as Bill was saying, in some cases you have to augment what exists there, and in some cases you can replace things. But I think the radical rethinking of things is going to happen in a lot of these post-PC devices. ∞

正如比尔所说，在某些情况下，您必须增强现有的内容，在某些情况下，您可以替换内容。但我认为，对于许多这些后PC设备，彻底的重新思考将会发生。

KS: What's the greatest misunderstanding in your relationship and about each other? What would you say would be—this idea of catfight? Which one of the many?

KS：你们之间最大的误解是什么？关于彼此，你会说什么是“猫斗”的概念？其中的哪一个？

SJ: We've kept our marriage secret for over a decade now.

SJ：我们已经保守我们的婚姻秘密超过十年了。

KS: Canada. That trip to Canada. *[Audience laughs and applauds.]*

KS：加拿大。那次去加拿大的旅行。【观众笑声和掌声】。

BG: I don't think either of us have anything to complain about, in general. And I know that the projects, like the Mac project, was just an incredible thing, a fun thing where we were taking a risk. We did look a lot younger in that video.

BG：总的来说，我认为我们两个都没有什么好抱怨的。我知道像 Mac 项目这样的项目只是一件令人难以置信的事情，一个有趣的事情，我们在冒险。我们在那个视频中看起来确实年轻了很多。

SJ: We did.

SJ：我们做到了。

KS: You looked twelve in the first one.

KS：你在第一张照片里看起来像十二岁。

BG: That's how I try and look.

这就是我尝试着的样子。

SJ: He was twelve.

SJ：他十二岁。

BG: But no, it's been fun to work together. I actually kind of miss some of the people who aren't around anymore. You know, people come and go in this industry. It's nice when somebody sticks around, and they have some context of all the things that have worked and not worked. The industry gets all crazy about some new thing, you know. There's always this paradigm of "the company that's successful is going to go away" and stuff like that. It's nice to have people seeing the waves and waves of that and yet, when it counted, to take the risk to bring in something new.

但是，工作在一起很有趣。我有点想念一些不在的人。你知道，在这个行业里人来人往很正常。有人能够留下来，对于所有已经成功或失败的事情都有一些背景 and 了解，这是很好的。这个行业总是会对一些新事物感到疯狂。总有一种“成功的公司会消失”的范式之类的东西。当有人看到这些浪潮，但在关键时刻还是冒险引入新事物时，这是很好的。

WM: One last question and then we'll go to the audience.

WM：最后一个问题，然后我们就可以转向观众了。

KS: Oh, no, he didn't answer us.

KS：哦，不，他没有回答我们。

WM: Sorry, what?

WM : 抱歉，什么？

SJ: I haven't answered.

SJ : 我还没有回答。

WM: Oh, I'm sorry.

WM : 哦，对不起。

KS: He only talked about his secret gay marriage, so ...

KS : 他只谈论了他的秘密同性婚姻，所以...

WM: Oh, I thought that was your answer.

WM : 哦，我以为那是你的答案。

SJ: No, that wasn't my answer. You know, when Bill and I first met each other and worked together in the early days, generally, we were both the youngest guys in the room, right? Individually or together. I'm about six months older than he is, but roughly the same age. And now, when we're working at our respective companies, I don't know about you, but I'm the oldest guy in the room most of the time. And that's why I love being here.

SJ : 不，那不是我的答案。你知道，当比尔和我第一次相遇并在早期一起工作时，通常我们都是房间里最年轻的人，对吧？无论是个人还是一起。我比他大约六个月，但年龄大致相同。现在，当我们在各自的公司工作时，我不知道你怎么想，但我大多数时候都是房间里最年长的人。这就是为什么我喜欢在这里的原因。

WM: Happy to oblige. Happy to oblige.

WM : 乐意效劳。乐意效劳。

SJ: And, you know, I think of most things in life as either a Bob Dylan or a Beatles song, but there's that one line in that one Beatles song, "You and I have memories longer than the road that stretches out ahead." And that's clearly true here.

SJ: 而且，你知道，我认为生活中的大多数事情都可以归为鲍勃·迪伦或

披头士的歌曲，但在那首披头士的歌曲中有一句歌词，“你和我拥有的记忆比前方漫长的道路更长。”这在这里显然是真实的。

Email Exchange with Art Levinson

与阿特·莱文森的电子邮件交流

“Sic Transit Gloria.”

“Sic Transit Gloria.” 的中文翻译是“荣耀如梦”。

In November 2007, Fortune named Steve “CEO of the Decade.” Art Levinson, the CEO of Genentech and chair of Apple’s board, sent a congratulatory note.

在2007年11月，财富杂志将史蒂夫评为“十年CEO”。Genentech的CEO兼苹果董事会主席Art Levinson发送了一封祝贺信。

From: Art Levinson

从：Art Levinson

To: Steve Jobs

致：史蒂夫·乔布斯

Subject: Fortune

主题：财富

Date: November 27, 2007, 11:26 a.m.

日期：2007年11月27日，上午11:26。

The “Beethoven of business” - not sure it gets any better than that.

“商界贝多芬”——不确定有比这更好的了。

Congratulations!

恭喜！

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Art Levinson

致：阿特·莱文森

Subject: Re: Fortune

主题：回复：财富

Date: November 27, 2007, 12:43 p.m.

日期：2007年11月27日，下午12:43。

Sic Transit Gloria. (All glory is fleeting.)

荣光如梦。

Steve

史蒂夫

Speech to the Press

“Five months ago, I had a liver transplant.”

“五个月前，我接受了肝移植手术。”

Steve spoke to the press at a music and media event on September 9, 2009.

史蒂夫在2009年9月9日的音乐和媒体活动上向媒体发表了讲话。

Good morning. Thank you very much. Thank you. Thank you.
[Sustained audience applause.] Thanks. I know. I'm very happy to be here today with you all.

早上好。非常感谢。谢谢。谢谢。【持续的观众掌声。】谢谢。我知道。今天能和大家在一起我非常高兴。

As some of you may know, about five months ago, I had a liver transplant. So I now have the liver of a mid-twenties person who died in a car crash and was generous enough to donate their organs. And I wouldn't be here without such generosity. So I hope all of us can be as generous and elect to become organ donors.

正如你们中的一些人所知道的那样，大约五个月前，我接受了一次肝脏移植手术。所以现在我拥有一位二十多岁的人的肝脏，他在一次车祸中去世，并慷慨地捐献了他的器官。如果没有这样的慷慨，我就不可能在这里。因此，我希望我们所有人都能像他一样慷慨，并选择成为器官捐献者。

I'd like to take a moment and thank everybody in the Apple community for the heartfelt support I got, too. It really meant a lot. And I'd also like to especially thank Tim Cook and the entire executive team of Apple. They really rose to the occasion and ran the company very ably in that difficult period. So thank you, guys.

我想花一点时间感谢苹果社区的每个人对我的真诚支持。这真的意义非凡。我还特别要感谢蒂姆·库克和整个苹果执行团队。在那个困难的时期，他们真的表现出色，非常能干地管理公司。所以谢谢你们。

Let's give them a round of applause.

让我们为他们鼓掌。

So I'm vertical. I'm back at Apple, loving every day of it. And I'm getting to work with our incredibly talented teams to come up with some great new products for you all in the future.

所以我站起来了。我回到了苹果，每天都很喜欢。我正在与我们非常有才华的团队一起工作，为将来为您们带来一些很棒的新产品。

So it's, it's wonderful—and thank you. So today, we get to talk about music ...

所以这很棒，谢谢。今天，我们可以谈论音乐...



Thinking through the Apple Park design, 2010.

思考苹果园设计，2010年。

Steve on the iPad

史蒂夫谈iPad。

A week after the introduction of the iPad in 2010, Steve held a meeting for employees in Apple's "Town Hall." He reflected on what made the device—and the company—special to him.

2010年iPad推出一周后，史蒂夫在苹果公司的“市政厅”为员工举行了一次会议。他回顾了什么让这个设备和公司对他来说如此特别。

The great thing about what we do is we approach it like—like Pixar approaches their movies. I know that sounds funny, but I will explain.

我们所做的伟大之处在于我们像皮克斯制作电影一样对待它。我知道这听起来很有趣，但我会解释的。

Pixar doesn't make kids' films. Walt Disney's definition of family entertainment was it's entertaining to every member of the family: kids, the teens, the adults. That's what Pixar's always tried to do. There's a lot of layers in one of their films if you've seen them, and they're really fun for kids, but they're also incredibly great films for adults, if you've seen *Ratatouille* or *Up* or *Finding Nemo*—or any one of their films.

Pixar不制作儿童电影。沃尔特·迪士尼对家庭娱乐的定义是：它能够娱乐到家庭的每个成员：儿童、青少年和成年人。这正是Pixar一直在努力做的。如果你看过他们的电影，你会发现其中有很多层次，对于孩子们来说非常有趣，但对于成年人来说也是非常棒的电影，比如《美食总动员》、《飞屋环游记》或《海底总动员》等。

And when we sit down to design products [at Apple], we don't think, "Oh, well, our target audience is fifteen to twenty-nine, male." We don't think that way. We think about making a great product for just about everybody. And the beauty of the products we make is they can be tailored with software to do almost anything.

当我们坐下来设计产品[在苹果公司]时，我们不会想，“哦，好吧，我们的目标受众是15到29岁的男性。”我们不会那样想。我们考虑为几乎所有人制作出色的产品。我们制作的产品之美在于它们可以通过软件定制，实现几乎任何功能。

So we weren't thinking, in the iPad, of any specific audience, but we're thinking about everybody. ∞

因此，我们在 iPad 上并没有考虑任何特定的受众，而是考虑到每个人。✂

We don't have to go home at night and tell our kids when they say, "Well, what do you do? What did you do today?" "Well, I worked on our next-generation server, you know, that'll be powering something or other." We can say, "I worked on our next-generation iPad. You know, the ones that you use in school."

我们晚上回家时不必告诉孩子们：“你今天干了什么？”“我在我们的下一代服务器上工作，你知道，它将驱动某些东西。”我们可以说：“我在我们的下一代iPad上工作。你知道，在学校里你们用的那些。”

And that's a really wonderful thing.

这是一件非常美妙的事情。

Speech at the Lucile Packard Children's Hospital at Stanford

在斯坦福大学卢西尔·帕卡德儿童医院的演讲

“One simple question.”

一个问题。

In March 2010, Steve advocated for a bill requiring the California Department of Motor Vehicles to ask driver's license applicants if they want to register as organ donors. The bill, which later passed and was signed into law by Governor Arnold Schwarzenegger, also established a state registry for people to donate kidneys during their lifetime.

在2010年3月，史蒂夫提倡一项法案，要求加利福尼亚机动车辆管理局询问驾照申请人是否想要注册为器官捐献者。该法案后来通过，并由州长阿诺德·施瓦辛格签署成为法律，还建立了一个州级登记处，供人们在其有生之年捐赠肾脏。

Thank you, Governor Schwarzenegger.

谢谢，施瓦辛格州长。

Last year, I received a liver transplant. I was very fortunate, because many others died waiting to receive one. Last year in California, there were six hundred and seventy-one liver transplants. But last year there were also over thirty-four hundred people waiting for a liver, and over four hundred of them died waiting in California.

去年，我接受了肝脏移植手术。我非常幸运，因为许多人在等待移植时死亡。去年在加利福尼亚州，进行了671例肝脏移植手术。但是，去年在加利福尼亚州，有超过3400人在等待肝脏移植，其中有超过400人在等待中死亡。

I was almost one of the ones that died waiting for a liver in California last year. I was receiving great care here at Stanford, but there were simply not enough livers in California to go around, and my doctors here advised me to enroll in a transplant program in Memphis, Tennessee, where the supply-demand ratio of livers is more favorable than it is in California here. And I was lucky enough to get a liver in time. As a matter of fact, this coming week is my one-year anniversary.

去年我差点成为在加利福尼亚等待肝脏移植而死亡的人之一。我在斯坦福接受了很好的治疗，但是加利福尼亚没有足够的肝脏供应，我的医

生建议我加入田纳西州孟菲斯的移植计划，那里的肝脏供需比加利福尼亚更有利。我很幸运及时得到了肝脏。事实上，这个星期是我接受移植一周年的纪念日。

So why aren't there more organs available in California? Because in California, like most other states in the nation, you must specifically request to become an organ donor at the Department of Motor Vehicles, when you're there to get or renew your driver's license. No one asks you if you want to become a donor. And there's no marketing campaign to make you aware of this opportunity either, so unless you know about it and unless you specifically ask, nobody is going to ask you. Nobody is going to give you this opportunity.

那么为什么加利福尼亚州没有更多的器官可用？因为在加利福尼亚州，像全国大多数其他州一样，您必须在去或更新驾驶执照时在车辆管理局明确要求成为器官捐赠者。没有人会问您是否想成为捐赠者。也没有营销活动让您意识到这个机会，所以除非您知道这一点并且除非您明确要求，否则没有人会问您。没有人会给您这个机会。

And yet even with this obscure procedure, over 20 percent of Californians have signed up to be organ donors, which is fantastic.

即使采用这种晦涩的程序，加利福尼亚州超过20%的人已经注册成为器官捐赠者，这是非常棒的。

But imagine what it could be if everyone knew of this opportunity.

但是想象一下，如果每个人都知道这个机会会是什么样子。

And that's what the governor's bill will do. It will simply require the DMV to ask you if you'd like to become an organ donor. That's it. Asking this one simple question may double the number of transplant organs available in California. One simple question. And that's a very high return on investment, especially for the over twenty thousand Californians currently waiting for an organ transplant.

这就是州长的法案所要做的。它只是要求DMV问您是否想成为器官捐赠者。就是这样。问这个简单的问题可能会使加利福尼亚州可用的移植器官数量翻倍。一个简单的问题。对于目前等待器官移植的超过二万名加利福尼亚人来说，这是非常高的投资回报。

So, Governor, thank you for your leadership on this bill. And now I'd like to introduce Senator Alquist.

所以，州长，感谢您在这项法案上的领导。现在我想介绍参议员阿尔奎斯。

Thank you.

谢谢。

Email to Apple Employees

发送给苹果员工的电子邮件

“Today.”

"今天。"

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Apple employees

致：苹果员工

Subject: Today

主题：今天

Date: May 26, 2010, 5:59 p.m.

日期：2010年5月26日，下午5:59。

Team,

团队，

As most of you already know, at the close of today's stock market, Apple's market cap (stock price $\times$ number of shares) surpassed Microsoft's market cap.

正如你们大多数人已经知道的那样，在今天股市收盘时，苹果的市值（股价 $\times$ 股票数量）超过了微软的市值。

As I once said in a company email sent a long time ago: “Stocks go up and down, and things may be different tomorrow, but I thought it was worth a moment of reflection today.” And so it is again.

正如我曾在一封很久以前的公司电子邮件中所说：“股票涨涨跌跌，明天可能会有所不同，但我认为今天值得反思一下。”现在又是这样。

Walt Disney used to say to his team: “We're only as good as our next picture.” Well, we're only as good as our next amazing new product.

沃尔特·迪士尼曾经对他的团队说：“我们的下一部电影决定了我们的成败。”好吧，我们的下一个惊人的新产品决定了我们的成败。

Back to work...

回到工作中...

Steve

史蒂夫

Email from Steve to Himself

史蒂夫发给自己的电子邮件

[No Subject]

[无主题]

From: Steve Jobs

来自：史蒂夫·乔布斯

To: Steve Jobs

致：史蒂夫·乔布斯

Subject:

主题：

Date: September 2, 2010, 11:08 p.m.

日期：2010年9月2日，晚上11:08。

I grow little of the food I eat, and of the little I do grow I did not breed or perfect the seeds.

我种的食物很少，而且我种的那一点也不是我培育或改良的种子。

I do not make any of my own clothing.

我不制作任何自己的衣服。

I speak a language I did not invent or refine.

我说的语言不是我发明或完善的。

I did not discover the mathematics I use.

我没有发现我使用的数学。

I am protected by freedoms and laws I did not conceive of or legislate, and do not enforce or adjudicate.

我受到的保护来自我没有构思或立法的自由和法律，我也不执行或裁决。

I am moved by music I did not create myself.

我被我自己没有创作的音乐所感动。

When I needed medical attention, I was helpless to help myself survive.

当我需要医疗救治时，我无助于帮助自己生存。

I did not invent the transistor, the microprocessor, object oriented programming, or most of the technology I work with.

我没有发明晶体管、微处理器、面向对象编程或我所使用的大部分技术。

I love and admire my species, living and dead, and am totally dependent on them for my life and well being.

我热爱并钦佩我的种族，无论是活着的还是已故的，我完全依赖他们来维持我的生命和幸福。

Sent from my iPad

来自我的iPad。



Walking through a mockup for Apple Park, 2010.

穿过2010年苹果园区的模型。



"Technology alone is not enough," 2011.

"Technology alone is not enough," 2011. "仅有技术还不够", 2011年。



Presenting plans to the Cupertino City Council, 2011.

向库比蒂诺市议会展示计划，2011年。



Steve on his iPhone, circa 2010–2011.

史蒂夫在他的 iPhone 上，大约是在 2010 年至 2011 年期间。



August 24, 2011

To the Apple Board of Directors and the Apple Community:

I have always said if there ever came a day when I could no longer meet my duties and expectations as Apple's CEO, I would be the first to let you know. Unfortunately, that day has come.

I hereby resign as CEO of Apple. I would like to serve, if the Board sees fit, as Chairman of the Board, director and Apple employee.

As far as my successor goes, I strongly recommend that we execute our succession plan and name Tim Cook as CEO of Apple.

I believe Apple's brightest and most innovative days are ahead of it. And I look forward to watching and contributing to its success in a new role.

I have made some of the best friends of my life at Apple, and I thank you all for the many years of being able to work alongside you.


Steve

Steve's resignation from Apple, August 2011.

史蒂夫于2011年8月辞去苹果公司的职务。



One More Thing ...

还有一件事...

Life can be much broader once you discover one simple fact—and that is: everything around you that you call life was made up by people that were no smarter than you.

一旦你发现一个简单的事实，生活可以变得更加广阔——那就是：你所称之为生活的一切都是由不比你聪明的人创造出来的。

And you can change it.

你可以改变它。

You can influence it.

你可以影响它。

You can build your own things that other people can use.

你可以建立自己的东西，让其他人使用。

And the minute you can understand that you can poke life, and if you push in, then something will pop out the other side; that you can change it, you can mold it—that's maybe the most important thing: to shake off this erroneous notion that life is there, and you're just going to live in it versus embrace it, change it, improve it, make your mark upon it.

当你明白了你可以戳生命，如果你用力推，那么另一边就会弹出一些东西；你可以改变它，你可以塑造它——这可能是最重要的事情：摆脱这种错误的观念，认为生命就在那里，你只是要生活在其中，而不是拥抱它，改变它，改善它，在它上面留下你的印记。

I think that's very important, and however you learn that, once you learn it, you'll want to change life and make it better. Because it's kind of messed up in a lot of ways.

我认为这非常重要，无论你怎么学习，一旦学会了，你都会想要改变生活并使其变得更好。因为在很多方面它都有些混乱。

Once you learn that, you'll never be the same again.

一旦你学会了那个，你就再也不会是原来的自己了。

—Steve, 1994

—史蒂夫，1994年

Key Events

关键事件

January 1975—Popular Electronics publishes a story about the Altair 8800, sparking the microcomputer revolution. That same year, Bill Gates drops out of Harvard to design programming languages for the Altair. Meanwhile, in Silicon Valley, a club launches for people who want to build their own computers: the Homebrew Computer Club, which Steve occasionally attends with Steve Wozniak.

1975年1月，《流行电子》杂志发表了一篇关于Altair 8800的报道，引发了微型计算机革命。同年，比尔·盖茨辍学，开始为Altair设计编程语言。与此同时，在硅谷，一个俱乐部成立了，专门为那些想要自己组装计算机的人服务：家庭计算机俱乐部，史蒂夫·沃兹尼亚克偶尔也会参加。

April 1976—Steve and Woz co-found Apple Computer to sell the Apple I, designed by Woz. (A third co-founder, Ron Wayne, drops out ten days after joining.) Apple I buyers must supply their own keyboards and television monitors, as well as know how to write hexadecimal code and use a soldering iron.

1976年4月，史蒂夫和沃兹共同创立了苹果电脑公司，销售沃兹设计的Apple I电脑。（第三位联合创始人罗恩·韦恩加入后十天退出。）Apple I的购买者必须自备键盘和电视监视器，并且要知道如何编写十六进制代码和使用焊接铁。

January 1977—Apple incorporates, with ownership split evenly among Steve, Woz, and the angel investor Mike Markkula.

1977年1月——苹果公司成立，所有权平均分配给史蒂夫、沃兹和天使投资者迈克·马库拉。

April 1977—The Apple II, a more user-friendly computer, debuts at the West Coast Computer Faire in San Francisco. At \$1,298, the Apple II costs about twice as much as a year of in-state tuition at the University of California.

1977年4月——更加用户友好的计算机Apple II在旧金山的西海岸计算机

展上首次亮相。售价为1,298美元，约为加州大学一年学费的两倍。

May 1978—Lisa Brennan Jobs is born.

1978年5月——莉莎·布伦南·乔布斯出生。

May 1979—Apple's publications department manager, Jef Raskin, begins work on an inexpensive computer he calls Macintosh.

1979年5月，苹果公司出版部经理杰夫·拉斯金开始着手开发一款名为麦金塔的廉价计算机。

December 1979—During a visit to Xerox's Palo Alto Research Center, Steve sees, for the first time, a networked computer with a mouse, windows, icons, menus, and multiple typefaces. "I was so blown away," he later recalled. He brings the technology, and several PARC researchers, to Apple.

1979年12月——在访问施乐公司的帕洛阿尔托研究中心期间，史蒂夫第一次看到了一台带有鼠标、窗口、图标、菜单和多种字体的联网计算机。“我当时非常震撼，”他后来回忆道。他将这项技术和几位PARC研究人员带到了苹果公司。

September 1980—Steve takes over the high-profile Lisa computer project. He is removed nine months later, after the team rebels against his management style.

1980年9月——史蒂夫接管备受瞩目的Lisa计算机项目。九个月后，由于团队反对他的管理风格，他被撤职。

December 1980—Apple goes public in one of the most successful initial public offerings in American history up to that time.

1980年12月，苹果公司进行了一次非常成功的首次公开募股，是当时美国历史上最成功的首次公开募股之一。

February 1981—Ten years after dropping out of the University of California, Berkeley, Woz leaves Apple to re-enroll.

1981年2月——自从退出加州大学伯克利分校十年后，沃兹离开苹果公司

重新入学。

Steve takes over the Macintosh project.

史蒂夫接管了麦金塔项目。

August 1981—Apple faces its first real competition when IBM introduces its personal computer. IBM's market share soon surpasses Apple's.

1981年8月——IBM推出个人电脑，这是苹果面临的第一个真正的竞争对手。IBM的市场份额很快超过了苹果。

January 1983—Time shakes up its “Man of the Year” tradition to choose the computer as “Machine of the Year.”

1983年1月——《时代》杂志打破了其“年度人物”的传统，选择计算机作为“年度机器”。

Apple introduces the Lisa computer, priced at \$10,000, targeting business users. It fails in the market.

苹果公司推出售价为1万美元的Lisa电脑，面向商业用户。但它在市场上失败了。

April 1983—Jobs recruits the Pepsi executive John Sculley to be Apple's CEO, using the memorable line, “Do you want to sell sugar water for the rest of your life, or do you want to come with me and change the world?”

1983年4月，乔布斯招募百事公司高管约翰·斯卡利担任苹果公司的CEO，使用了令人难忘的一句话：“你想一辈子卖糖水，还是跟我一起改变世界？”

January 1984—Macintosh debuts.

1984年1月——麦金塔首次亮相。

June 1985—When Macintosh sales fall far short of projections, Apple lays off 20 percent of employees and announces the first quarterly loss in its history.

1985年6月——当麦金塔销售远低于预期时，苹果公司裁员20%并宣布

其历史上首次季度亏损。

September 1985—After losing a power struggle with Sculley, Steve leaves Apple with five Mac team members in tow. Within days, Apple sues for breach of fiduciary responsibility and charges Steve with masterminding a “nefarious” scheme to steal trade secrets for his new computer company, NeXT.

1985年9月——在与斯卡利的权力斗争中失败后，史蒂夫带着五名麦金塔团队成员离开了苹果公司。几天内，苹果公司以违反信托责任为由起诉史蒂夫，并指控他策划了一个“邪恶”的计划，窃取了他的新计算机公司NeXT的商业机密。

January 1986—Steve becomes the majority shareholder in Pixar, after the pioneering computer scientist Alan Kay introduces him to the company’s leaders, Ed Catmull and Alvy Ray Smith.

1986年1月——先驱计算机科学家艾伦·凯向史蒂夫介绍了皮克斯公司的领导者埃德·卡特穆尔和阿尔维·雷·史密斯，之后史蒂夫成为皮克斯的大股东。

NeXT and Apple settle their lawsuit over NeXT’s launch and Steve’s recruitment of Mac team members out of court.

NeXT和苹果公司在法庭外解决了他们关于NeXT推出和史蒂夫挖走Mac团队成员的诉讼。

August 1986—Steve attends the premiere of Pixar’s first animated short, Luxo Jr., at a graphics industry conference. Luxo Jr. showcases Pixar’s software, but it is the audience’s standing ovation for the storytelling that catches Steve’s attention.

1986年8月——史蒂夫参加了皮克斯的第一部动画短片《Luxo Jr.》的首映式，该短片在一次图形行业会议上展示了皮克斯的软件，但是观众对故事情节的起立鼓掌引起了史蒂夫的关注。

October 1988—Steve unveils the NeXT Computer System at Davies Symphony Hall in San Francisco. A highlight is the machine’s five-minute performance of a Bach violin concerto, accompanied by a violinist from the symphony. The computer did not sell well but had its fans; Tim Berners-Lee wrote the code for the World Wide Web on a NeXT computer.

1988年10月——史蒂夫在旧金山戴维斯交响乐厅展示了NeXT计算机系统。其中一个亮点是机器演奏了巴赫的小提琴协奏曲，由交响乐团的小提琴手伴奏。该计算机销售不佳，但有其粉丝；蒂姆·伯纳斯-李在NeXT计算机上编写了万维网的代码。

March 1989—Pixar's film Tin Toy wins an Oscar for Best Animated Short, a first for a computer-animated movie.

1989年3月，Pixar的电影《锡制玩具》获得奥斯卡最佳动画短片奖，这是计算机动画电影的首次获奖。

March 1991—Steve marries Laurene Powell in a ceremony at Yosemite.

1991年3月——史蒂夫在优胜美地举行的仪式上与劳伦·鲍威尔结婚。

July 1991—Facing heavy financial pressure, Pixar signs a deal with Disney that is far more favorable to the larger company. In exchange for financing up to three Pixar films, Disney owns the films and their characters, receives most of the films' profits, and prohibits Pixar from pitching to another studio any ideas that Disney rejects.

1991年7月——面对沉重的财务压力，皮克斯与迪士尼签署了一项对大公司更为有利的协议。作为资助最多三部皮克斯电影的交换条件，迪士尼拥有这些电影及其角色，获得大部分电影的利润，并禁止皮克斯向其他工作室推销迪士尼拒绝的任何想法。

September 1991—Reed Jobs is born.

1991年9月——里德·乔布斯出生。

February 1993—Steve ends NeXT's production of computers to focus entirely on software.

1993年2月——史蒂夫结束了NeXT的计算机生产，全力专注于软件。

October 1993—With Apple losing tens of millions of dollars every quarter, CEO John Sculley, who pushed Steve out of Apple in 1985, resigns. Apple will cycle through two more CEOs in the next three years but fail to regain its footing.

1993年10月——由于苹果公司每个季度亏损数千万美元，CEO约翰·斯卡利（John Sculley）在1985年将史蒂夫赶出苹果公司后辞职。在接下来的三年中，苹果公司将换了两任CEO，但未能重新站稳脚跟。

August 1995—Erin Jobs is born.

1995年8月——Erin Jobs出生。

November 1995—Toy Story, the world's first full-length fully animated feature film, earns \$29 million in its opening weekend. It goes on to become the top-grossing animated movie of the year.

1995年11月，《玩具总动员》成为全球第一部完全由动画制作的长篇电影，在首映周末获得2900万美元的票房收入。它成为当年票房最高的动画电影。

A week after Toy Story opens, Pixar holds a successful initial public offering. It was a bold bet placed months earlier; if Toy Story had been a bust, the IPO would have been one, too.

《玩具总动员》上映一周后，Pixar成功地进行了首次公开募股。这是几个月前下的一项大胆赌注；如果《玩具总动员》失败了，那么IPO也将失败。

December 1996—In need of a new operating system, Apple acquires NeXT for \$427 million. As part the agreement, Steve rejoins Apple as a special adviser to the CEO, Gil Amelio.

1996年12月，苹果公司需要一种新的操作系统，以4.27亿美元收购了NeXT。作为协议的一部分，史蒂夫重新加入苹果公司，担任首席执行官吉尔·阿梅里奥的特别顾问。

February 1997—The success of Toy Story and Pixar's IPO give Steve leverage to negotiate a more favorable agreement with Disney. The companies sign a five-picture deal.

1997年2月——《玩具总动员》的成功和Pixar的IPO为史蒂夫提供了谈判更有利协议的筹码。两家公司签署了一份五部电影的协议。

June 1997—In a public show of no confidence in Amelio, Steve sells a huge

block of the Apple shares he received in the NeXT acquisition. Three months later, Steve is named interim CEO.

1997年6月——在公开表达对Amelio缺乏信心的情况下，史蒂夫出售了他在NeXT收购中获得的大量苹果股票。三个月后，史蒂夫被任命为临时CEO。

August 1997—Bill Gates appears on a giant video screen at Macworld to announce Microsoft's commitment to developing Microsoft Office for Mac. When the audience begins heckling, Steve reprimands them: "We have to let go of [...] this notion that for Apple to win, Microsoft has to lose."

1997年8月，比尔·盖茨出现在Macworld的巨大视频屏幕上，宣布微软致力于开发Mac版Microsoft Office。当观众开始嘲笑时，史蒂夫训斥他们：“我们必须放弃这种观念，即为了让苹果获胜，微软必须失败。”

September 1997—Apple introduces the "Think Different" advertising campaign. One year later, it wins an Emmy Award for Outstanding Commercial.

1997年9月，苹果公司推出了“Think Different”广告活动。一年后，该广告获得了杰出商业广告艾美奖。

March 1998—Steve hires Tim Cook as Apple's chief of operations.

1998年3月——史蒂夫聘请蒂姆·库克担任苹果公司的首席运营官。

July 1998—Eve Jobs is born.

1998年7月——伊芙·乔布斯出生。

August 1998—Apple debuts the Bondi Blue iMac. The "i" stands for "internet," targeting consumers who want to "surf the web" as easily as catching a wave at Australia's Bondi Beach.

1998年8月，苹果公司推出了邦迪蓝色的iMac电脑。其中的“i”代表“互联网”，旨在面向那些希望像在澳大利亚邦迪海滩冲浪一样轻松地“冲浪网页”的消费者。

October 1998—Apple announces its first profitable year since 1995.

1998年10月——苹果公司宣布自1995年以来首次实现盈利。

January 2000—In the last three minutes of his Macworld presentation, Steve surprises the audience with the announcement that he will drop “interim” from his CEO title.

2000年1月——在他的Macworld演讲的最后三分钟，史蒂夫意外地宣布他将从他的CEO头衔中删除“临时”一词，让观众大为惊讶。

March 2000—The wave of internet optimism crashes. The NASDAQ loses nearly \$1 trillion in a single month, and hundreds of start-up companies fail in a “dotcom bust.”

2000年3月——互联网乐观主义的浪潮破灭。纳斯达克在一个月内损失近1万亿美元，数百家初创公司在“点 com 泡沫破裂”中失败。

November 2000—Pixar’s new campus in Emeryville, California, opens. Steve has been so involved in the headquarters design—from the town hall atrium to the bathrooms—that people call it “Steve’s movie.”

2000年11月——Pixar在加利福尼亚州埃默里维尔的新校园开放。史蒂夫一直参与总部的设计——从市政厅中庭到浴室——以至于人们称之为“史蒂夫的电影”。

May 2001—The first Apple retail stores open in Tysons, Virginia, and Glendale, California.

2001年5月——第一家苹果零售店在弗吉尼亚州泰森斯和加利福尼亚州格伦代尔开业。

March 2001—Apple releases OS X, an operating system based on the NeXTStep software developed at NeXT. Updated versions of the operating system remain at the heart of many Apple products today.

2001年3月，苹果公司发布了基于NeXT开发的NeXTStep软件的操作系统OS X。操作系统的更新版本仍然是许多苹果产品的核心。

October 2001—Apple introduces the iPod. It's a new kind of product for the company, not a computer but a portable device built to sync with a computer. Apple built a music player, Steve says, because "We love music, and it's always good to do something you love."

2001年10月，苹果公司推出了iPod。这是公司的一种新产品，不是一台计算机，而是一种便携式设备，可与计算机同步。苹果公司制造了一款音乐播放器，史蒂夫说：“我们热爱音乐，做自己喜欢的事情总是好的。”

April 2003—Apple opens the iTunes Music Store, making it easy to buy individual songs online. The store is only available for Apple computers, but users download one million tracks in the first week. Six months later, at the urging of his executive team, Steve agrees to make the store compatible with non-Apple computers.

2003年4月，苹果公司开设了iTunes音乐商店，使得在线购买单曲变得容易。该商店仅适用于苹果电脑，但用户在第一周就下载了100万首歌曲。六个月后，在执行团队的敦促下，史蒂夫同意使商店与非苹果电脑兼容。

March 2004—Pixar's fifth film, Finding Nemo, wins an Oscar for Best Animated Feature.

2004年3月，Pixar的第五部电影《海底总动员》获得最佳动画长片奥斯卡奖。

July 2004—Steve undergoes surgery to remove a pancreatic neuroendocrine tumor.

2004年7月——史蒂夫接受手术切除胰腺神经内分泌肿瘤。

January 2006—Disney acquires Pixar for \$7.4 billion in stock. Steve becomes Disney's largest shareholder and joins the board of directors, while John Lasseter and Ed Catmull assume leadership of Disney Animation.

2006年1月，迪士尼以74亿美元的股票收购了皮克斯。史蒂夫成为迪士尼最大的股东，并加入董事会，而约翰·拉塞特和埃德·卡特米尔则担任迪士尼动画的领导。

January 2007—The iPhone debuts. Steve calls it “the most revolutionary and exciting product in Apple’s history.”

2007年1月——iPhone首次亮相。史蒂夫称其为“苹果历史上最具革命性和令人兴奋的产品”。

March 2009—On leave from Apple, Steve receives a liver transplant in Memphis, Tennessee.

2009年3月——史蒂夫从苹果休假，在田纳西州孟菲斯接受了一次肝脏移植手术。

January 2010—Steve introduces the iPad, calling it “a magical and revolutionary device.”

2010年1月——史蒂夫推出了iPad，称其为“一款神奇和革命性的设备”。

August 2010—Toy Story 3 becomes the highest-grossing animated movie of all time.

2010年8月——《玩具总动员3》成为有史以来票房最高的动画电影。

August 2011—Six weeks before his death, Steve resigns as Apple’s CEO and recommends that Tim Cook replace him. In his resignation letter, Steve writes, “I’ve made some of the best friends of my life at Apple, and I thank you all for the many years of being able to work alongside you.”

2011年8月——史蒂夫去世前六周，他辞去苹果公司的CEO职务，并建议由蒂姆·库克接替他。在他的辞职信中，史蒂夫写道：“我在苹果结交了一些我一生中最好的朋友，感谢你们多年来与我一起工作。”

Credits

致谢

Photos

照片

In order of appearance: Cover, photographer unknown, circa 1976; Steve on his tricycle, photographer unknown, 1957; Steve's 1973 passport, photo by Ben Blackwell courtesy SJA; Buddhist poem postcard, courtesy Elizabeth Holmes; Steve and Apple I, photo by Joe Melena courtesy of Apple, 1976; Apple I briefcase, photos by Barbara Kinney courtesy SJA; Apple's first fan letter, photo by Dean Phillips, 1976; Apple II prototype, photographer unknown, 1977; On the phone, photo by Bill Kelley, 1977; Posing with Apple II, photo by Ted Thai, 1981; Steve with his camera, photo by Andree Abecassis, 1981; Steve on his motorcycle, photo by Ted Thai, 1981; Conference & IBM sign, photos by Jean Pigozzi, 1983; Steve plays pinball, photo by Bill Atkinson, 1983; Steve asleep on a flight, photo by Jean Pigozzi, 1984; Steve with Macintosh, photo by Norman Seeff, 1984; Steve peering into a store window, photo by Jean Pigozzi, 1984; Portrait of Steve, photo by Norman Seeff, 1984; Steve in his living room, photo by Steve Ringman/ San Francisco Chronicle/ Hearst Newspapers via Getty Images, 1985; Steve with newspaper, photo by Jeffrey Aaronson, 1984; Steve at a whiteboard, photo by Doug Menuez, 1986; 1986 memo to NeXT employees, photo by Ben Blackwell courtesy of Apple; Model of NeXT machine, photographer unknown, 1987; Playing ball in Menlo Park, photo by Doug Menuez, 1987; Note on Pixar letterhead, photo by Ben Blackwell, © Disney/Pixar; Steve in director's chair, photo by Louie Psihoyos, © Disney/Pixar, 1995; Steve with Mickey and Minnie, photographer unknown, © Disney, 1995; Steve's slide rule, photo by Barbara Kinney, courtesy SJA; Steve's childhood home, photo by Diane Cook and Len Jenshel / Contour RA / via Getty Images, 1996; Speech at Palo Alto High School, photo by Ben Blackwell courtesy SJA; Pixar waltz ticket, © Pixar, 1996; Eight portraits of Steve, photos by Diana Walker/ SJA / Contour RA via Getty Images, 1997; Film reel-framed portrait, photo by Jeffery Newbury, 1997; Queen's chair, photo by Brant Ward / San Francisco Chronicle / Polaris, 1998, used by permission of Disney / Pixar; Snow globe, photo by Ben Blackwell courtesy SJA, snow globe © Disney/Pixar; Steve smiling, photo by Christian Witkin, 2000; Steve in rehearsal, photo by Brent Schlender, 2001; Steve's iPod, Jerry Lee Lewis record, Bob Dylan CDs and harmonicas, photos by Barbara Kinney courtesy of SJA; Home office, photos by Diana Walker / SJA / Contour RA via Getty Images, 2004; At Stanford lectern, photo by Linda A. Cicero / Stanford News Service, 2005; Whole Earth Catalog, photos by Ben Blackwell courtesy SJA; Steve holding iPhone, photo by Peer Grimm / Alamy, 2007; Steve with iPhone and color chart, photo by Joe Pugliese courtesy of Apple, 2007; Steve side profile, photo by Sean Gallup / Getty Images News via Getty Images, 2007; Apple Park mockups, photos courtesy Foster + Partners, 2010; Tech and liberal arts intersection, photo by Kimihiro Hoshino / AFP via Getty Images, 2011; At city council, AP / City of Cupertino, 2011; Steve on his iPhone, photo by Jean Pigozzi, 2010; Resignation letter, courtesy of Apple, 2011; Steve's glasses, photo by Barbara Kinney courtesy SJA.

按顺序列出：封面，摄影师不详，大约1976年；Steve在三轮车上，摄影师不详，1957年；Steve的1973年护照，照片由本·布莱克韦尔提供，感谢SJA；佛教诗明信片，感谢伊丽莎白·霍姆斯；Steve和Apple I，照片由乔·梅莱纳提供，感谢苹果公司，1976年；Apple I公文包，照片由芭芭拉·金尼提供，感谢SJA；Apple的第一封歌迷信函，照片由迪恩·菲利普斯提供，1976年；Apple II原型机，摄影师不详，1977年；通话中，照片由比尔·凯利提供，1977年；与Apple II合照，照片由泰德·泰提提供，1981年；Steve用相机拍照，照片由Andree Abecassis提供，1981年；Steve骑摩托车，照片由Ted Thai提供，1981年；会议和IBM标志，照片由Jean Pigozzi提供，1983年；Steve玩弹球，照片由比尔·阿特金森提供，1983年；Steve在航班上睡觉，照片由

Jean Pigozzi提供, 1984年; Steve与Macintosh, 照片由Norman Seeff提供, 1984年; Steve向商店窗外张望, 照片由Jean Pigozzi提供, 1984年; Steve的肖像, 照片由Norman Seeff提供, 1984年; Steve在他的客厅, 照片由Steve Ringman/旧金山纪事报/Hearst Newspapers通过盖蒂图片社提供, 1985年; Steve看报纸, 照片由Jeffrey Aaronson提供, 1984年; Steve在白板上写字, 照片由Doug Menuez提供, 1986年; 1986年给NeXT员工的备忘录, 照片由Ben Blackwell提供, 感谢苹果公司; NeXT机器的模型, 摄影师不详, 1987年; 在门洛公园玩球, 照片由Doug Menuez提供, 1987年; Pixar信头上的便条, 照片由本·布莱克韦尔提供, ©迪士尼/皮克斯; Steve在导演椅上, 照片由Louie Psihoyos提供, ©迪士尼/皮克斯, 1995年; Steve与米奇和米妮, 摄影师不详, ©迪士尼, 1995年; Steve的眼镜, 照片由芭芭拉·金尼提供, 感谢SJA。

Speeches, emails and interviews

演讲、电子邮件和采访

In order of appearance: "There's lots of ways to be, as a person," speech at Apple Town Hall, 2007; Steve on his Childhood, courtesy Smithsonian Institution's National Museum of American History, 1995; Interviews by David Sheff, 1984, courtesy SJA; "A lot of people put a lot of love into these products," courtesy Smithsonian Institution's National Museum of American History, 1995; Steve on Launching Apple, interview by David Sheff, 1984, courtesy SJA; Fresh Air with Terry Gross interview reprinted with the permission of WHYY, Inc., 1996; "It's a domesticated computer," Talk of the Town: Digitizing, by Thomas Whiteside, reprinted courtesy Thomas Whiteside / The New Yorker © Condé Nast, 1977; "Computers and society are out on a first date," speech at the International Design Conference in Aspen, 1983; On the Macintosh, interview by David Sheff, 1984, courtesy SJA; "Was George Orwell right about 1984?" speech at an Apple sales meeting, 1983; "Your aesthetics get better as you make mistakes," interview by Michael Moritz, 1984, courtesy SJA; "I want to build things," interview reprinted with permission of Newsweek, courtesy EnVeritas Group Inc., 1985; "You never achieve what you want without falling on your face a few times," Fresh Air with Terry Gross interview reprinted with the permission of WHYY, Inc., 1996; Steve on Starting NeXT interview reprinted with permission of Newsweek, courtesy EnVeritas Group Inc., 1985; On Becoming Majority Shareholder in Pixar, interview produced by Joel Bloom, 1996, courtesy SJA; On Pixar's Early Days, interview by Leslie Iwerks, courtesy The Walt Disney Company, 2003; Email to NeXT Employees, 1989, courtesy of Apple; "Character is built not in good times, but in bad times," speech at Reed College, 1991; Emails to Andy Grove, 1995; Email to Pixar employees, 1996; "One of the things I always tried to coach myself on was not being afraid to fail," Fresh Air with Terry Gross interview reprinted with the permission of WHYY, Inc., 1996; Email to NeXT Colleagues, 1996, courtesy of Apple; "What you follow with your heart," speech at Palo Alto High School, 1996; "To put these stories into culture," interview produced by Joel Bloom, 1996, courtesy SJA; Email to Pixar employees, 1996; "The worst thing that someone can do in an interview is agree with me," from In the Company of Giants: Candid Conversations with the Visionaries of the Digital World, by Dr. Rama Dev Jager and Rafael Ortiz, reprinted courtesy McGraw Hill © 1997; Email to Pixar Employees, 1996; "Much of what I stumbled into," from commencement address at Stanford University, 2005; Steve on returning to Apple, speech at Stanford University Graduate School of Business, 2003; Emails to Apple Employees and exchange with Avie Tevanian, 1997, courtesy of Apple; "We believe that people with passion can change the world for the better," speech to Apple employees, 1997, courtesy of Apple; Emails to Pixar's Leadership, 1997; Email to Apple Employees, 1998, courtesy of Apple; "Apple is coming back in a very big way," speech at Macworld in New York City, 1998; Email to Pixar Employees, 1998; Emails to Apple Employees and from Steve to himself, 1998-2000, courtesy of Apple; "Hopefully we captured a bit of Pixar's soul," speech to Pixar Employees at opening of Pixar's headquarters in Emeryville, California, 2000; "Wouldn't it be great if," introduction to Apple Store, 2001; Emails to Apple Employees and from Steve to Himself, 2001-2003, courtesy of Apple; "I

think I got lucky;" interview with Leslie Berlin, 2003, courtesy SJA; "You never know what is around the next corner," speech at Stanford's Graduate School of Business, 2003; Drafting the Stanford Commencement Address emails, 2005, courtesy of Apple; "Stay hungry. Stay foolish," Commencement Address at Stanford University, 2005; Email exchange, 2005, courtesy of Apple; "We thought we could make a contribution," speech to Apple employees, 2007; "Every once in a while a revolutionary product comes along," speech at Macworld, 2007; Interview with Kara Swisher and Walt Mossberg, reprinted with permission of the Wall Street Journal, Copyright © 2007 Dow Jones & Company, Inc. All Rights Reserved Worldwide; Email, 2007, courtesy of Apple; "Five months ago, I had a liver transplant," speech at Apple music and media event, 2009; Steve on the iPad, speech at Apple Town Hall, 2010; "One simple question," speech at the Lucile Packard Children's Hospital, 2010; Emails to Apple Employees and from Steve to himself, 2010, courtesy of Apple; "One more thing," interview with Silicon Valley Historical Association, 1994.

按照出现的顺序列出：2007年在苹果市政厅的“作为一个人可以有多种方式”的演讲；1995年史密森尼学会国家美国历史博物馆关于史蒂夫童年的采访；1984年，戴维·谢夫采访，感谢斯坦福大学联谊会；1995年史密森尼学会国家美国历史博物馆的“很多人投入了这些产品”讲话；1984年David Sheff采访，感谢斯坦福大学联谊会；1996年，Terry Gross的新鲜空气采访，获WHYY, Inc.许可转载；1977年，托马斯·怀特塞德的谈话，由托马斯·怀特塞德/《纽约客》重新打印，获得康泰纳仕版权；1983年，在阿斯彭国际设计会议上的演讲“电脑和社会正在第一次约会”；1984年David Sheff的Macintosh采访，感谢斯坦福大学联谊会；1983年在苹果销售会议上的演讲“George Orwell关于1984年的预言是否正确？”；1984年迈克尔·莫里兹的采访，“你在犯错误的过程中提高了自己的审美能力”，感谢斯坦福大学联谊会；1985年Newsweek的采访“我想造东西”，感谢EnVeritas集团公司；1991年在里德学院的演讲“性格不是在好时候建立的，而是在坏时候建立的”；1995年的电子邮件给Andy Grove；1996年的电子邮件给Pixar员工；1996年的“从心而说的话”，感谢斯坦福大学联谊会；1985年新闻周刊的“关于成为NeXT股东的事情”；1996年Joel Bloom制作的关于成为Pixar大股东的采访，感谢SJA；2003年Leslie Iwerks的关于Pixar早期日子的访谈，感谢华特迪士尼公司；1989年的电子邮件给NeXT员工，感谢苹果公司；1996年在Palo Alto High School的演讲“你跟随的是什么”，感谢斯坦福大学联谊会；1996年Joel Bloom制作的“把这些故事融入文化中”的采访，感谢SJA；1997年与数字世界的远见者的亲述：In the Company of Giants：Candid Conversations with the Visionaries of the Digital World，作者为Dr. Rama Dev Jager和Rafael Ortiz，由麦格劳·希尔/1997Copyright授权再版；1998年在Macworld纽约市的演讲“苹果正在以非常大的方式回来”；2000年在加利福尼亚州艾默里维尔Pixar总部开业时对Pixar员工的演讲“我们希望我们能够做出贡献”；2001年为苹果店发表的介绍，“不会更棒吗？”；2003年与Leslie Berlin的采访，感谢SJA；2005年在斯坦福大学研究生商学院的演讲，关于回到苹果公司；2005年在斯坦福大学的毕业典礼上的演讲为“希望我们捕捉到了皮克斯的灵魂”；2007年在苹果音乐与媒体活动上的“五个月前，我接受了一次肝移植”的讲话；2010年在苹果市政厅的“Steve on the iPad”讲话；2010年在Lucile Packard儿童医院的“一个简单的问题”演讲；2010年的电子邮件给苹果员工，感谢苹果公司；1994年与硅谷历史协会的访谈“最后一件事”。

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